COMMANDER'S SITREP

Operation Joint Guardian

(A Method)

1st Battalion
77th Armored Regiment

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1. **ENEMY SITUATION**
   - **Enemy Observed**
   - **What It Means To Me**

2. **UNIT SITUATION**
   - **Location (Center of Mass by Sub-Element)**
   - **Combat Power By Subordinate Element**
   - **What I Am Doing Right Now (Maneuver and Fires)**

3. **ASSESSMENT AND WHAT I INTEND TO DO – RECOMMENDATI**

4. **CONCERNS AND REQUIREMENTS**

5. **CAPABILITY TO CONTINUE THE MISSION**

COMMANDER'S PLANNING TASKS

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RECEIVE THE MISSION

1. The commander clearly understands the mission and intent of the commanders two levels up as well as the higher commander's stated task and purpose for the subordinate commander. The subordinate commander confirms by backbriefing the higher commander.

2. The commander has an accurate situation report available which has as a minimum, the status of critical primary weapon systems and subordinate units

COMMANDER'S GUIDANCE

1. ***Restated Mission***: The commander approves or modifies the restated mission from the staff mission analysis. The mission statement must include the standard who, what, when, where and why as well as all mission essential tasks.

2. ***Enemy Courses of Action***: The commander considers the possible enemy courses of action briefed by the S2 during the facts and assumptions brief and designates which enemy COAs the staff will use for planning. Selection is based on time available for planning, knowledge of enemy doctrine and recent activities as well as an estimate of how the enemy will react once the higher headquarters' plan unfolds.

3. ***Intent***: The commander issues his intent for the operation in the following format:
   - Purpose of the operation
   - Method (offensive or defensive phases and the forms of maneuver or method of defense the commander plans to use)

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COMMANDER'S GUIDANCE (cont.)

4. ***Specific COAs to Develop or Not Consider***: The commander based on his own METT-T analysis may specifically designate courses of action to develop or not consider. If time is available, the commander should allow the staff maximum latitude to develop their COAs to support the commander's Intent and concept. This will minimize groupthink.

5. ***Concept of the Operation***: the commander should sketch his initial concept of the operation graphics and use the sketch to explain the remainder of the planning guidance to ensure better understanding among the staff. The level of detail required is a result of the commander's assessment of the training level of the staff and available time. The commander may give part or all of his concept during either mission analysis or decision or both but he must clarify his concept during the planning process

- Area of operations
- Battle space
- Organization of the battlefield

6. ***Risk***: The commander specifies areas where risk is acceptable. Areas to consider accepting risk include but are not limited to secondary efforts, flank security, rear security, NBC protection, and movement techniques (mounted and dismounted).

7. ***Assumptions***: The commander concurs or nonconcurs with the assumptions presented during the facts and assumptions brief. He may add any additional assumptions he deems necessary. Assumptions are valid if they meet the following criteria:

- Essential to the solution of the problem
- The results of the plan would change if the assumption was not made

COMMANDER'S PLANNING TASKS

Operation Joint Guardian

COMMANDER'S GUIDANCE (cont.)

9. ***Deception Planning***: Preliminary guidance on deception planning to include, as a minimum the target and the objective:
   + Objective: Specific action that we must want the enemy commander to do or fail to do
   + Target: The enemy commander empowered to make the above decision
   + Friendly intention, capability, or disposition that the enemy commander is to be made to believe or disbelieve

10. ***Type of Rehearsal***: Based on the initial analysis of time and level of training, the commander directs the type of rehearsal the task force will conduct:
   + Radio rehearsal
   + Map rehearsal
   + Sketch map rehearsal
   + Terrain model rehearsal
   + Key leader rehearsal
   + Full force rehearsal

11. ***Type of Order: The commander directs the type of order the unit will issue based on the physical condition of the staff,*** quality of command guidance, level of staff training and unit cohesion:
   + Oral order
   + overlay order
   + Matrix order
   + Complete the blank order with matrix annexes
   + Written order with written annexes

COMMANDER'S PLANNING TASKS

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INTELLIGENCE PREPARATION OF THE BATTLEFIELD

1. The commander focuses his IPB effort by giving specific guidance to the S2 and ensures that the S2 understands his priorities. Ideally this should be done before receipt of the mission

2. The commander must review the situational templates and decide, in conjunction with the S2, the prioritization of the enemy courses of action

3. The commander must personally approve the R&S plan to ensure that it supports the commander's guidance and focuses effort on answering the PIRs

COURSE OF ACTION ANALYSIS

1. The commander participates in and supervises the wargaming

2. Participates and supervises the development of the following products if appropriate to the level of detail required in the plan:
   - + Event Analysis Template
   - + Event Analysis Matrix
   - + Synchronization Matrix
   - + Decision Support Template
   - + Operational Factors Matrix

COMMANDER'S PLANNING TASKS

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DECISION

1. The commander decides which course of action the staff utilizes completing the plan. The decision also consists of the following additional requirements:

+ Task Organization: The commander assigned generic tasks and purposes to specific subordinate elements
+ Mission: The commander makes final approval of the mission statement
+ Scheme of Maneuver: The commander states the scheme of maneuver in order to add any changes and clarify the concept of the operation to the entire staff
+ Scheme of Fires: The commander approves the scheme of fires and states his intent for fire support
+ Risk Assessment: Final guidance on where the commander will accept risk

2. The commander ensures that his decision is clearly understood by all staff members using a combination of concept sketches and back briefs.

FIELD GRADE NOTES

Operation Joint Guardian

- **Fight the war you are in, not the war you want. Approach every problem as unique. Define the war you are in for your soldiers, tell them wheat is different form their training expectations.**

- **TRAINING: Winning is more important than correct procedure. Training must reinforce fighting to win, not training to get good comments from OCs.**

- **Do not look at the enemy in "our" terms. View enemy as unique. Don't try to divide his capabilities by our BOS. Don't ascribe our vulnerabilities to the enemy. I.e., because command and control is very important to us,l therefore enemy C2 automatically "must" be an HPT. In fact C2 may be irrelevant to the enemy's situation.**

- **Every fight is different. [Author] looks for Majors who approach life (warfighting, training, garrison, sports, etc.) that way. No rote solutions. Adaptable to new situations and initiative most important characteristics.**

- **"Tin Majors": Spin off of "Iron Majors" of the past. Today's Majors lack experience. See next comment.**

- **Experience: QUALITY of experience more important than QUANTITY of experience. Attendance doesn't equal experience. Number or CTC rotations only as good as the leader who trained you there. Company Grade offices today are experiencing different things than we did. Lieutenants now trained by Captains with no quality experience, Captains now trained by Majors / Lieutenant Colonels with no quality experience, Majors now trained by Lieutenant Colonels / Colonels with no quality experience. Many contributing factors, nevertheless, a downward spiral the Army has not yet been able to redress.**

- **Small percentage of Army offices are capable of being "artists", majority are "mechanics." "Mechanics" follow procedures precisely, demand their subordinates do the same. It is possible to demonstrate success and rise to General Officer rank as a "mechanic." Need to do personal critical evaluation to determine whether you are capable of "Art" or just "mechanics." Tough self analysis in small, highly competitive**

FIELD GRADE NOTES

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COMMANDER / S3 / XO RELATIONSHIPS

- **S3 and XO must establish personal relationship on some level with each other and with Commander. Not necessarily the same as friendship. Commander needs feedback from his Majors. Majors need formal counseling from Commander. Personal relationship, although not necessarily friendship, is what allows communication when the going is tough.**

- **Majors often concerned about what Commander thinks of them. More likely, Battalion Commander is concerned what his Majors think of him. Command is lonely, no peer to provide objective feedback. Competent Majors provide Commander bolstered self confidence – good for the unit.**

- **All commanders are uncertain what to do sometimes, some commanders uncertain all the time. In the field, fatigue / stress / competing demands, create peaks and valleys in Commander's decision making capability. Commander needs Field Grades who can fill the gaps. If not, and Commander is timid, tired, or unsure, the tendency is to revert to mechanical "process" and form a commission to study the issue ("develop three courses of action to choose from").**

S3 / XO RELATIONSHIP WITH COMPANY COMMANDERS / PLATOON LEADERS

- **Don't underestimate your leverage as a Major in the Battalion. What you say, no matter how casual, has great meaning to Captains and Lieutenants. Use that influence wisely, establish personal relationships with subordinate leaders that allows you to communicate effectively when going is tough. Personal relationship is not the same as friendship, but allows you to interact with an individual on a persona level.**

- **Loyalty to Commander – no public disloyalty to Commander. Company Commanders should feel comfortable talking with Majors, (I.e. that they can seek guidance, direction, assistance form the Field Grades) and that, while personalities may be different, Majors and Commander speak with common purpose.**

FIELD GRADE NOTES

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FIELD GRADE POSITIONING ON THE BATTLEFIELD

- **Battalion has four "adults" – Commander, XO, S3, CSM. Probably not all four are superstars. Balance strengths and weaknesses, regardless of "traditional roles and responsibilities".**

- **Commander must visualize where he needs "adults" on the battlefield, given a unique situation. Not simply a function of what / who needs close supervision. Commander determines where he needs maturity, experience, judgment in order to recognize and exploit opportunities. Company Commanders may be too consumed with leading and fighting to provide the right kind of information to Commander in timely manner. Field Grade can fill the gap.**

COMMANDER'S ROLE

- **Commander must do two things personally: IPB and visualize how to impose will over the enemy (array forces at decisive point).**

- **Commander needs Field Grades to free him to focus on those two activities. Means organizing staff efforts, assessing unit capabilities, generating combat power, evaluating feasibility.**

- **Most important thing for Battalion Commander today is regular, formal counseling of subordinates. Commander must have unique personal relationship with each key subordinate that bolsters confidence and communication, especially when in combat or telling subordinate bad news (I.e. "not competitive for promotion").**

MDMP

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MISSION ①

CDR

MISSION ANALYSIS

S2 ②

Intelligence Analysis

Area of Operations
Enemy Situation
Enemy Capabilities
Conclusions

Facts, Assumptions *and Conclusions*

Intelligence Estimate

S3 ④

S3 Mission Analysis

Own Unit Status, Organization, Higher HQ Mission & Intent, Other Units (Flanks, Supporting, Uncommitted Higher), Specified, Implied, Essential Tasks, Limitations and Risk

Facts, Assumptions *and Conclusions*

Proposed Restated Mission

S1 ⑤

Personnel Analysis

Unit Strength, Maintenance, Replacements, Non-Combat Matters, Soldier Personnel Readiness, Service Support, Organizational Climate, Commitment, Cohesion

Facts, Assumptions *and Conclusions*

Troop Preparedness Portion of Personnel Estimate

S4 ⑥

Logistics Analysis

Maintenance, Supply, Services, Transportation, Labor, Facilities, and Construction, Other

Facts, Assumptions *and Conclusions*

Logistics Situation Portion of Logistics Estimate

③

Intelligence Preparation of the Battlefield (IPB)

NAE + TA + WA → Combined Obstacle Overlay (MCOO)

Threat Evaluation → Order of Battle
Situation Overlay
INTSUMS
Doctrinal
Templates

Threat Integration → Analysis
Capabilities

→ **SITEMPS**

Mission Analysis Briefing Format

XO	Area of Operations Current Situation Brigade Mission & Intent Initial Commander's Guidance
S2	Initial IPB
S3	Specified & Implied Tasks Mission Constraints Forces Available
BOS Elements	As Applicable
S3	Risk Analysis Recommended CCIR
XO	Recommended Timeline Recommended Mission Statement
Commander's Guidance	
OUTPUT:	**Restated Mission** **Commander's Guidance** **Warning Order #2**

⑦

⑧

COURSE OF ACTION DEVELOPMENT

COA Development

- Consolidate Facts and Assumptions
- Analyze Combat Power
- Develop:
  - + Scheme of Maneuver
  - + Fire Support
- Determine:
  - + C2 Means
  - + Control Measures
- Create:
  - + COA Statement
  - + COA Sketch

⑨

COA Briefing Format

XO	Introduction
S2	Updated IPT Possible Enemy COAs (event templates)
S3	Restated Mission Commander's and higher commander's intent (two echelons up) COA statement and sketch Combat analysis Unit array Control Measures Updated Facts and Assumptions
BOS elements	As Applicable

MDMP (Cont.)

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CDR

COA ANALYSIS & COMPARISON

S2 10

S2 Analysis / Comparison of COAs

ANALYSIS: Means – Wargame with S3
Key Product – Event Template

COMPARISON: Means – Decision Matrix
Key Product – Which COA Can S2 Best Support

Completed Intelligence Estimate

S3 11

S3 Analysis / Comparison of COAs

ANALYSIS: Means – Wargame with Staff (Action / Reaction / C/Action), Critical Events to 7 BOSs, Synch Matrix
Key Products: DST with DPs, NAIs, and TAIs

COMPARISON: Means: Decision Matrix
Key Product – Which COA Will Be Most Successful

Completed the Commander's Estimate

S1 12

S1 Analysis / Comparison of COAs

ANALYSIS: Means – Wargame with S3
Key Product – During, After portions of Support concept

COMPARISON: Means – Decision Matrix
Key Products – Which COA Can S1 Best Support

Complete the Personnel Estimate

S4 13

S4 Analysis / Comparison of COAs

ANALYSIS: Means – Wargame with S3
Key Product – During, After portions of Support concept

COMPARISON: Means – Decision Matrix
Key Products – Which COA Can S4 Best Support

Complete the Logistics Estimate

14

Decision Briefing Format

Staff briefs the Commander's Estimate for the Commander's Decision on which COA to develop into a Plan/OPORD

XO Introduction / Agenda

S3
- Approved Restated Mission
- Assumptions used in planning
- COAs: Visualization of Each COAs using 5 elements of the battlefield, overlay, and scheme of maneuver
  + Assets 1 level down
  + Main Effort and CS priorities
  + Proposed Task Organization
  + DPs and Defeat Mechanisms
  + Battle duration
  + Identified risk
  + Critical events
- Tactical Advantages/Disadvantages of each COA by critical event
- S3 Recommendations and rationale

S2
- Assumptions used in planning
- Abbreviated Intel Estimate
- Intel Advantages/ Disadvantages of each COA by critical event
- S2 Recommendations and rationale

S1/S4
- Assumptions used in planning
- Abbreviated LOG estimate
  + Before, during, after picture for each COA
- Personnel / Logistics Advantage/Disadvantage of each COA by critical event
- S1/S4 Recommendations and rationale

XO
- Consolidated Decision Matrix

OPLAN / OPORD PREPARATION

COLLECTION MANAGEMENT PLAN 15

OPORD / OPLAN BRIEFING 16

S1 / S4 ADMIN / LOG PLAN 17

MISSION ANALYSIS

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MISSION ANALYSIS COMPONENTS

- **See Yourself**
- **See the Terrain and the Environment**
- **See the Enemy**

SEE YOURSELF COMPONENTS

- Understand how your unit is nested within the operation
- Identify your unit's unique contribution to the operation (mission)
- Identify your combat potential
- Identify limits on possible courses of action
- Conduct time analysis

Understand How Your Unit is Nested Within the Operation

- Requires both a horizontal and vertical understanding of main and supporting effort purposes of the units around you.
  + Horizontal linkage shows the relationship between the main effort's purpose and supporting efforts purposes within the same level of command
  + Vertical linkage shows the relationship between main efforts purposes among different levels of command above and below your unit
- Current doctrine focuses on understanding the vertical component (I.e. intent two levels up) while the majority of a unit's nesting tends to be more horizontal than vertical
- Understanding of nesting is the key to situational awareness and mission attainability. It drives decisions on:
  + The use of LNO(s)
  + Communication monitoring

MISSION ANALYSIS (cont.)

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Identify Your Unit's Unique Contribution to the Operation (Mission)

- Understanding of nesting allows you to determine what purpose and task your unit is assigned
  - + Purpose equates to the **why** of the mission statement
  - + Task equates to the **what** of the mission statement
  - + The **why** and **what** are the critical components of the mission statement
- Understanding of nesting allows you to determine what your unit's unique contribution (mission) is and how it relates to the main effort, either horizontally or vertically, or both

Identify Your Combat Potential

- Confirm your current task organization to include those forces linking up late in the planning or execution process
  - + What assets are added to my task organization, when do I receive them, and what is their command or support relationship?
  - + What assets must I give up and when?
  - + What assets do I need that I currently will not receive?
- Analyze and collect combat status two levels down, and for critical systems at vehicle and/or soldier level
- Each BOS staff officer provides the commander with an initial assessment of capabilities and limitations of his available BOS assets based on assumptions of time available and projected operational readiness rates. This information is the staff officer's initial staff estimate. These become facts that assist the commander in formulating and issuing initial guidance
- Each BOS staff officer advises the commander of his superior's priorities and where your unit fits into those priorities

Identify Limits on Possible Courses of Action

- Identify specified and implied tasks (things you must do)
- Identify limitations (things you cannot do)
- Determine why your superior has limited your possible solutions to the mission / tactical problem

MISSION ANALYSIS (cont.)

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Conduct Time Analysis

- Identify the time available for planning and preparation
- An acceptable timeline must consider these items:
  + Friendly and enemy times. The enemy ahs a vote. His timeline may not be yours. Timeline must include your estimate of when the enemy will conduct significant actions (I.e. when will enemy recon be in sector?)
  + Allow subordinates adequate planning time. Informal contract between the commander and his subordinates that he will allow them time to conduct their troop leading procedures (1/3 – 2/3 rule). Not all subordinate units are operating on the same timeline
  + Staff timeline. Overall timeline must also include the staffs allocated time to conduct their planning process
  + Day and night. Timeline should indicate day and nigh periods

SEE THE TERRAIN AND THE ENVIRONMENT COMPONENTS

Analyze the Military Aspects of the Terrain Within Your AO and AI

- Identify the Area of Operations (AO)
  + Where is my forward boundary? Does it change?
  + Where is my rear boundary? Does it change?
  + Does my assigned boundaries help or hinder me in achieving my mission?
- Identify Area of Interest (AI)
  + Conduct a time and distance analysis based on enemy capabilities
  + Consider your ability to collect information
- Analyze the Terrain in the Order you Naturally Observe/Consider it (OACOK)
  + Where are the obstacles to movement?
  + What are the avenues of approach dictated by the obstacles?
  + What cover and concealment does the terrain provide along those AOA?
  + What limitation does the cover and concealment place on observation?

- Analyze the Military Aspects of the Terrain Within Your AO and AI
- Determine the Effects of Weather

Determine the Effects of Weather

- What is the current and projected weather effects?
- What are the precipitation, light, wind, and visibility effects?
- What effects does weather have on different BOS elements?
- What effects does the weather have on the enemy?

MISSION ANALYSIS (cont.)

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SEE THE ENEMY

- Identify the enemies' capabilities, limitations, doctrine, and personality
- What are the enemies' probably course of action
- What are the indicators of those courses of actions?
- What are the indicators of the enemies' main and supporting efforts?

MISSION ANALYSIS CONCLUSIONS

- Seeing yourself, the enemy, and the terrain are not separate processes. The commander and staff must consider each component's interrelationship with each other
- The commander and staff are conducting a parallel and identical mission analysis. The staff is helping the commander to confirm, deny,or modify his personal mission analysis conclusions (commander's visualization)
- Mission analysis conclusions drive the rest of the planning process. Failure to spend the time to adequately conduct mission analysis will eventually waste precious planning time by causing the commander and staff to revisit mission analysis and conduct it properly
- Staff must brief commander on the critical conclusions they have reached through their mission analysis. Do not waste the commander's time by overloading him with raw information; he needs your analysis

MISSION ANALYSIS OUTPUT PRODUCTS

- Nesting diagram (friendly and enemy)
- Modified Combined Obstacle Overlay (MCOO)
- Enemy probably COAs
- Event Matrix
- Task Organization chart / combat power chart
- Timeline
- Specified / implied task and limitations list
- Restated Mission
- Warning Order

COA DEVELOPMENT

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COA DEVELOPMENT STEPS

- **Analyze Relative Combat Power**
- **Generate Options (COA for each ECOA)**
- **Array Initial Forces**
- **Develop the Scheme of Maneuver**
- **Assign Headquarters**
- **Prepare COA Statements and Sketches**

* **ASSUME: Commander's got a concept / we've done M.A. and it's feasible / Commander's g**
* **RETAIN FLEXIBILTY: Prevent decisive commitment as long as possible**
* **ENDSTATE: Description of transition point at end of mission: Prevent tangents**

STEP 1: ANALYZE RELATIVE COMBAT POWER

- Look at Rough Estimates of Force Ratios
- Force Ratios Only Used for General Feasibility Analysis
- Force Ratios do not Account for the effects of:
  - + Terrain
  - + Weather
  - + Human Factors of War
- Use Historical Planning Factors (FM 34-130)
- Brigade (Defense) vs. Division (Offense)
- 1 to 3 (where you want effects), Meets Historical Force Ratio Analysis
  - + At Division, look at Battalions vs. Battalions

COA DEVELOPMENT (cont.)

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STEP 2: GENERATE OPTIONS

- **Focus on ECOAs Arranged in Order of Probability**
- **What are the Doctrinal Requirements for our Operation?**
- **Determine the Decisive Point(s)**
- **Then the Main Effort**
- **Determine Supporting Efforts**
- **Determine Purposes for Main and Supporting Efforts**
- **Determine Tasks for main and Supporting Efforts**
  - **+ Use Doctrinal Words, Graphics**
  - **+ Sketch**

STEP 3: ARRAY INITIAL FORCES

(not to assign responsibility, but to achieve effects / type

- **Determine Maneuver Forces – Two Levels Down**
- **Initial Array Generic Forces**
- **Start with Main Effort, then Supporting Efforts**
- **Consider Force Ratio at Point of Contact for Eac**

STEP 4: DEVELOP SCHEME OF MANUVER

(now look at unit type)

- **Convert Generic Units to Specific Units**
- **Develop Graphic Control Measures**
- **+ Space Units Need to Accomplish Mission**
- **+ NOTE: Boundaries Done Late, not Early**

STEP 5: ASSIGN HEADQUARTERS

(once you've allocated, then you group units)

- **Create Task Organization**
- **Span of Control Rule 2-5 Maneuver Units**
  - **+ No ad hoc HQs**
- **Account for Entire Battlefield Framework**

COA DEVELOPMENT (cont.)

STEP 6: PREPARE COA STATEMENT (COA Statement Format)

- **Purpose as per Mission Statement**
- **Describe the Decisive Point(s) of the COA**
- **Describe the Tasks and Purposes You Assigned to the Main and Supporting Efforts. As a Minimum Cover Maneuver and Fires. Address Other Battlefield Operating systems as Needed. Use the Battlefield Organizations as a Framework for this Part of the Statement**
  - **+ Deep**
  - **+ Close (Security / Recon, MBA, Reserve)**
  - **+ Rear**
- **Describe How You See the Relationship of Friendly Forces to the Enemy, Terrain, and Other Friendly Forces at the Transition Point From Current Operation to Sequel (ENDSTATE)**
  - **+ Hardest Part, Can't Do Unless Sketched Out First**
  - **+ Do an Outline**

COA STATEMENT

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COA Statement must be clear, concise, easy to read and understand in a single rapid reading by a subordinate. Write proper English sentences and paragraphs. Do not use bullets. Draft, revise, rewrite on scratch paper until you can meet the standard. Use the following outline to construct the COA statement in paragraph form. Do not exceed one page.

I. Restated Mission Statement.

A. Who, what, where, when.
B. The purpose of the operation.

II. Articulate the decisive point.

A. Friendly force location and combat power.
B. Desired effect on enemy force.
C. Terrain and time.

III. How major subordinate maneuver units will achieve the decisive point.

A. Form of maneuver or pattern of defense for force as a whole.
B. Responsibility for critical doctrinal tasks associated with form of maneuver/pattern of defense.
C. Mission essential tasks and purpose for major subordinate maneuver forces: ME, SEs, Deep, R&S, Reserve, TCF.

IV. Acceptable risk.

A. Define the risk.
B. Justification that risk is worth your soldiers accepting.

V. End State.

A. Location and status of major subordinate maneuver units.
B. Location and status of enemy forces.

COA SKETCH

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FINAL COA SKETCH. Sketch must clearly convey the scheme of maneuver articulated in the statement using correct graphics. Use **decision graphics** to show combat power allocated to accomplish the task and appropriate level command responsibility. Show units in a manner that conveys relationship to overall form of maneuver or pattern of defense. Use dashed symbols to convey end state. Draw solid and dashed boundaries to convey subordinate responsibility for terrain.

Include the following, as appropriate, to provide a clearer picture of the scheme of maneuver and areas of responsibility:

Boundaries one level down
Main attack in the offense
Additional phase lines
Axes of Advance
Zones and/or sectors
Assembly areas
Battle Positions
Engagement areas
Objectives
FEBA or LD/LC
Major manmade and natural obstacles
Fire support coordination measures
Key terrain
Identifying features (cities, rivers, highways, etc.)

COMMAND ESTIMATE BASED ON METT-T

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RECEIVE THE MISSION

LIMITATIONS & RESTRICTIONS

FACTS AND ASSUMPTIONS

MISSION ANALYSIS

STAFF ESTIMATES
S1 – PERSONNEL ESTIMATE
S2 – SITTEMP's / IPB
S3 – MISSION ANALYSIS
S4 – LOG ESTIMATE
CDR's GUIDANCE & ANALYSIS

SLICE CAPABILITES AND LIMITATIONS
1. FIRE SUPPORT 2. AVIATION
3. ENGINEER A. LIFT
4. ADA B. ATTACK
5. CHEM/ OTHER

DEVELOPMENT STEPS
1. ANALYZE REL CBT PWR
2. DETERMINE DEC PT AND M/E
3. ASSIGN PURPOSES
4. ASSIGN TASKS
5. DETERMINE TASK ORG

15 Min
M /A BRIEF

CDR's RESTATED MISSION

CDR's GUIDANCE

COA DEVELOPMENT
S2 – NAI's
S3 – COA STSMT AND SKETCH
S1 / S4 – DETERMINE SPT REQ's

WARNORD #1

1 Hr
CDR's BRF's AND CDR's GUIDANCE

INPUT
SIGNIFICANT FACTORS
COMMITS CDR TO
CAN TRASH OR INVENT COA
ENFORCES GOOD CUT-OFF TIME

ANALYZE (WARGAME) AND COMPARE COA's

S1 – PERS SET
S2 – EVENT TEMP / R&S PLAN
S3 – DET TENT DP / TAI / ADJ COAS
S4 – LOG EST

3 Hrs
DECISION BRIEF

WARNORD #2

DECISION APPROVE / MODIFY FINALIZE PLAN

S1 / S4 – CONCEPT OF SUPPORT
S2 – REFINE R&S PLAN
S3 – OPORD / FRAGO

DETAILED FS PLANNING ENGINEER, AVN, & ADA PLANNING

ORDER PRE – BRIEF TO CDR

6 Hrs
ORDERS BRIEFS

SUPERVISE

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ESTIMATE PROCSS AND OPORD PREP

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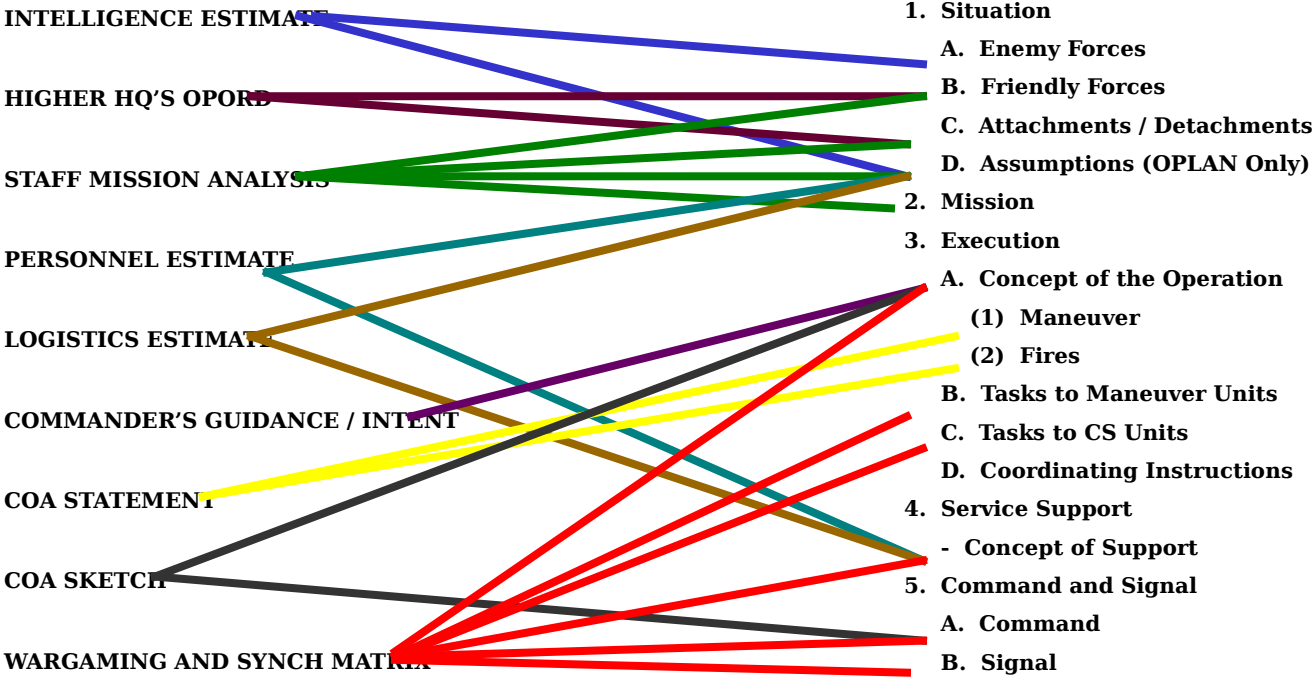

ABBREVIATED STAFF PLANNING

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TASK	TIME	PRODUCTS	WHO
Mission Received	H-Hour	Situational Template WARNO	CDR & S3
Mission Analysis	30 Minutes	Situation Update Resatated Mission	XO & Staff
Detailed Command Guidance by BOS	1 Hour	Scheme of Maneuver Scheme of Fires	CDR
Wargaming	1 Hour	Synch Matrix Maneuver Graphics R&S Plan	CDR & Staff
Issue Oral Order	30 Minutes		CDR
Complete Plan	1 Hour	Fire Support Plan CSS Plan	XO & Staff
FRAGO	15 Minutes	Remaining Products	Staff

TF 1-77 MDMP TIMELINE

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

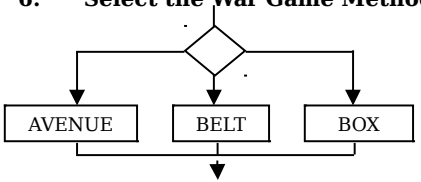
WHEN	WHAT	WHERE	WHO
	Receive Brigade WARNO #1and #2	TF TOC	Battle Captain / XO
	Issue TF WARNO #1	TF TOC	Battle Captain / XO
	Brigade OPORD Issued	Brigade TOC	CDR / FSO / S3 / S2
	Receive Brigade OPORD	TF TOC	Battle Captain / XO
	Mission Analysis Complete	TF TOC	Battle Staff
	Mission Analysis Brief and Commander's Guidance	TF TOC	Battle Staff and Tiger 6
	Issue WARNO #2	NCS	Tiger Guide-Ons
	COA Development and Approval	TF TOC	Battle Staff
	Issue WARNO #3 and R&S Plan	NCS	Tiger Guide-Ons
	Wargame	TF TOC	Battle Staff
	OPORD Assembly / Products Due	TF TOC	Battle Staff
	OPORD Approved	TF TOC	Tiger 6
	OPORD Completed / Copied	TF TOC	XO / S3A
	Issue TF OPORD / Brief	TF TOC	Tiger Guide-Ons

WARGAMING STEPS

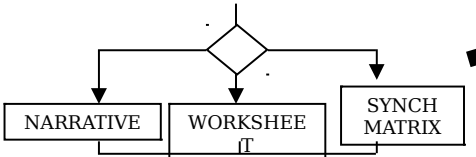
Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

1. **Gather the Tools**
2. **List Friendly Forces**
3. **List Assumptions**
4. **List Known Critical Events and Decision Points**
5. **List Significant Factors**
6. **Select the War Game Method**



7. **Select How to Record and Display Results**



Examples of Critical Events and Decision Points:

OFFENSE
- Passage of lines (forward & rearward)
- Breaching of main obstacle belt
- Penetrations of defensive positions
- Reaction of enemy counterattack forces
- Seizing the Objectives
- Use of reserves
- Deep operations
- Counter fires
- Preparatory fires
- Using attack helicopter units

DEFENSE
- Deep operations
- Destruction of first echelon forces
- Destruction of follow-up forces
- Commitment of counterattack forces or reserves
- Intercepting enemy ground units with attack aviation
- Battle handover

& War Game the Battle and Assess the Results

WAR GAME SEQUENCE
- Action-
-Reaction-
-Counteractions-

WARGAMING: Conduct the wargame

Begin the wargaming of a course of action by visualizing the operation from the initial dispositions (through each critical event identified earlier) to completion of the mission or failure of the course of action.

The wargame sequence is action-reaction-counteraction. Whichever side (S2 or S3) has the initiative will begin the discussion by the appropriate COA. For example, if the staff is planning a defense, the S2 will begin by talking through one of the enemy COAs for the attack.

As the side with the initiative describes the COA, the other side will interrupt, as appropriate, to describe his reactions or attempts to preempt the opponent's action. The initial force will the interrupt as appropriate to describe his counteraction thus starting the action-reaction-counteraction process over again. Each interruption presents a decision that the commander or the staff must makes during the execution of the COA under consideration.

During the action-reaction-counteraction drills, the S2 describes the location and activities of the enemy HVTs. He highlights points during the operation where these assets are critical to the enemy COA. This may prompt the staff to nominate selected HVTs as HPTs making their engagement critical to the friendly COA under consideration. The S2 updates the situation and event templates associated with the treat course of action showing the TAIs supporting the engagement of those HPTs.

The S2 prompts the staff by describing the various actions available to the enemy. In addition to the basic set of enemy COAs, the S2 should describe the enemy actions which might prompt execution of friendly decisions such as:

- Commit the reserve
- Use attack helicopters or CAS
- Fire FASCAM
- Mass artillery against a TAI
- Shift the main effort
- Advance to the next phase
- Change the overall mission
- Request support from higher

The battlemaster (CDR or XO) stops the wargame and notes the specifics of the problem encountered if there is an enemy reaction which would prevent success of the mission or if these is a series of friendly actions which deny or contradict the friendly deception story. The staff proceeds to wargame the COA against any remaining enemy COAs should they consider modification, retention (noting risk) or rejection of the friendly COA. At the same time, the S2 uses the wargame to modify the enemy COA models and if necessary develops a separate situation template to capture enemy actions of a critical point in the battle.

The S2 ensures that the staff considers all threat COA or other options available to the threat. The staff should never

WARGAMING: Record the Results (1)

Operation Joint Guardian

Each interruption in the action-0reaaction-counteraction process corresponds to a decision that the staff or commander must make. Each time the staff identifies a decision point,the recorder makes the appropriate entries in the staff recording tools, I.e. the DST and the synchronization matrix. The recorder must capture enough information to allow the staff to anticipate and plan for each decision. As a minimum this includes:

a. Decision criteria: What activity, event or information prompts the decision? The decision criteria related specifically to a PIR, EEFI, or FFIR.

b. Friendly action or reaction: What is the result of the decision? Decisions result in engagement of an HPT, a change in the friendly COA or execution of on-order or be-prepared missions by subordinate units.

c. Decision point: When the decision criteria is related to PIR, the DP is the location and time where collection assets will look for indicators (reporting requirements) to verify or deny that the decision criteria has occurred. The S2 then updates the collection plan and the S3 updates the R&S plan. If the DP is related to an EEFI or FFIR, the DP corresponds to a time-phase line on the event template. The S2 updates the event analysis matrix and the S3 identifies the reporting requirements for subordinate elements in paragraph 5 of the OPORD. The recorder must capture both the time and the geographic location of the DP. The staff must be careful to ensure that they select DPs which allow decisions in time to synchronize friendly actions. When placing DPs, consider time for:

+ Intelligence collection
+ Processing and disseminating the intelligence
+ Preparation and movement of friendly forces or reaction time of assets that will execute the task
+ Activities or movement of the enemy during t5he elapsed time of the decision cycle

d. Target area of interest (TAIs): The location where the staff or commander will synchronize the effects of friendly actions. TAIs are usually engagement areas or sets of targets. The staff ensures that the physical distance between the TAI and DP compensates for the time elapsed during the decision cycle.

e. Update the High Payoff Target (HPT) list: If the friendly action involves the engagement of an HVT, the S2 updates the HPT list and the FSO updates the fire support plan and or the S3 plans the fire control and distribution of direct fires on the HPT. If there is a time element involved, (I.e. the HVT is only ah HPT during a particular phase of the battle the recorder makes the notation)

f. Names Areas of Interest (NAIs) that support the DP: The S2 records the NAI on the template and adds it to the collection matrix. At times, however, the staff or commander will need information from more than one NIA to confirm or deny

WARGAMING

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

THE MOST IMPORTANT PRODUCE OF WARGAMING IS UNDERSTANDING HOW A COA ACHIEVES THE COMMANDER'S VISION, WHILE RETAINING MAXIMUM FLEXIBILITY

1. Need to have **some** system everyone on the staff understands.
2. Understand **what** must be done in order to have the system work.
   Staff officer preparation. What to bring, what to contribute, what to look for. Focus on commander's problem, not the "BOS".
3. Determine what you need to wargame.
   Can't do everything. Decisive point always. Critical events, branches, sequels. Activities requiring TF / BDE level coordination.
4. Determine what needs to be wargamed first, even without all desired information.
   Time sensitive activities or mission. Scout recon, AASLT planning, FA positioning, etc.
5. Identify critical effects relationships (horizontal / vertical nesting).
   Units / activities whose purposes are intertwined. AASLT / SEAD, Support Force / Breach Force / Assault Force, etc.
6. **Tell Everyone!** Sketch, list, "attention in the TOC".
   Describe the critical even parameters – "what the box, belt, AAs are". Give staff direction on what mission analysis products or
   conclusions to bring to the wargame.
7. Physical setup. Organize the worksite – maps, sketches, timeline.
   Who plays, who records, what is recorded. [Each player has a different color pen]
8. Action - reaction – counteraction is not a "what if" game.
   Need to estimate mission "success – failure" **options** available to enemy and us at points of conflict. Understand resource
   expenditures and resupply requirements. Understand decisive commitment of assets.
9. Conclusions. Assess **flexibility** to deal with uncertainty.
   + How do we get everything to the right places at the right times over duration of the fight? From DP back to

WARGAMING

Operation Joint Guardian

CAPTURE THE RESULTS

EVENT	ACTION	REACTION	COUNTERACTION
	- Means - Effects - Trigger - Observer / Executor - Losses - Coordination	- Means - Effects - Trigger - Observer / Executor - Losses - Coordination	- What can we do to + PREDICT + PRECLUDE + COUNTER enemy reactions - DECISION: PIR EEFI FFIR - CONTINGENCY: TASK: PURPOSE: - BPT Mission? - CONPLAN?

- S2 and S3 Fight the Battle
- Each staff officer then describes how his BOS or function will contribute to the action or reaction – who, what system, where, why

BATTLEFIELD ACTIVITIES: Find and track the enemy; Prevent enemy from finding and tracking us; Fix and control enemy with supporting efforts; Maneuver at the decisive point; Identify branches and sequels; Transition

WARGAMING DIAGRAM

Operation Joint Guardian

1st Battalion
77th Armored Regiment
S2/3
STEEL TIGERS!

Gather the Tools — Staff

Roll Call — XO

Select EN COA
State Assumptions
Select H-Hour Event — Staff

Brief EN COA
- Enemy Cdr's Intent
- Concept of Operations
  - Battlefield Framework
  - Enemy Critical Events — S2

Brief Friendly COA
- Friendly Cdr's Intent
- Concept of Operations
  - Battlefield Framework
  - Friendly Critical Events — S3

Select First Critical Event — S2/3

Critical Event Time hack
(relative to H-hour)
Place/Move Piece — S2/3

Review Nominated HPTL — Staff

Action:
- Means
- Effects
- Trigger
- Observer / Executor
- Losses / Coordination — Staff

Counteraction
Reaction
Counteraction
Reaction

Record Results:
- BOS Entries on Synch Matrix
- Add/ Delete/ Modify DST
- Add/ Delete/ Modify EN COA
- Add/ Delete/ Modify Ops Graphics
- Add/ Delete/ Modify Event Template
- Add/ Delete/ Modify Event Matrix
- Add/ Delete/ Modify R&S Plan
- Task Organization Charges
- Add/ Delete/ Modify CCIR
- Add/ Delete/ Modify HPTL
- Determine Decision Criteria — Staff

Wargame of COA Complete?

No

Yes

Select Next Critical Event — S2/3

Determine DP for EN COA

Yes

Any EN COAs Remaining? — S2

No

Record Plan — Staff

Approval Brief to Cdr — Staff

Order Reproduction — Staff

Order Issue — Cdr/ Staff

Wargamin

END PRODUCTS OF WARGAMING

Operation Joint Guardian

INTEL:

- FRAGO to R&S OPORD
- Refined event template and matrix
- Additional enemy decision points
- Refined PIR

MANEUVER:

- Final Task Organization
- Operations Graphics / overlay
- TF DST/DSM (Friendly Decision Points)
- Synchronization matrix (Battle script)
- Possible branches and sequels to base plan

ID Potential Decisions:

- Enemy Plan / Options
- Friendly Plan / Options

} Shift ME, Commit Reserve, Commit Asset Deep, End Deception, Adopt Branch Plan

- Enemy Success
- Enemy Failure
- Friendly Success
- Friendly Failure

} Branches and Sequels

- Triggers - HPTs

MDMP DUTIES / RESPONSIBILITIES

Operation Joint Guardian

MDMP DUTIES / RESPONSIBILITIES

POSITION (NAME)	RECEIPT OF ORDER	MISSION ANALYSIS	COA DEVELOPMENT	COA ANALYSIS WARGAMING	ORDERS PRODUCTION
CDR	Review Division Order Give Commander's Guidance	Attend MA Brief	Attend COA Brief Give refinement guidance	Receive Wargame update from XO Give refinement guidance	Attend OPORD Brief Brief Commander's Intent
XO	Review Division Order Establish Initial Timeline	Supervise MA Synch Staff for MA Brief Attend MA Brief Enforce Timeline	Supervise COA Development Synch Staff for COA Brief Attend COA Brief Enforce Timeline	Drive Wargame Identify strengths and weaknesses for each COA Update CDR on Wargame results Enforce Timeline	Supervise OPORD production Synch staff for OPORD Brief Attend OPORD Brief Enforce Timeline
S2/S2 PLANNER	Read base order and intel annex Begin IPB Begin Mission Analysis Advise R&S planner on NAI's and R&S plan	Complete IPB Complete MCOO Determine effects of terrain and weather Complete SITTEMPs Determine possible enemy COA Develop proposed PIR Provide slides to S3 Plans clerk for MA Provide WARNO#2 info to S3 Plans NCO	Advise R&S Planner on NAI's and R&S Plan Refine SITTEMP's and enemy COA's Synch with other BOS's	Fight enemy most probable COA Advise R&S Planner on NAI's and R&S Plan Provide WARNO#3 info to S3 Plans NCO	Refine Intel Annex Provide slides to S3 Plans Clerk for OPORD Brief
S2 PLANS CLERK	Copy Division Overlays Assist S2 Planner	Refine digital overlays/SITTEMPs Assist S2 Planner	Refine digital overlays/SITTEMPs Assist S2 Planner	Assist S2 Planner	Finish digital overlays/SITTEMP's Assist S2 Planner
R&S PLANNER	Read base order and intel annex Begin IPB Begin Mission Analysis Begin R&S Plan	Complete IPB Identify R&S facts, assumptions, constraints, tasks, and forces available Advise S2 on enemy recon Provide slides to S3 Plans clerk for MA brief Initial R&S plan complete Provide WARNO#2 info to S3 Plans NCO	Provide R&S concept to S3 Planner Refine initial R&S Plan Synch with other BOS's	Final R&S plan complete Employ recon assets according to plan when directed Provide WARNO#3 info to S3 Plans NCO	Refine R&S Annex
S3/S3 PLANNER	Read base order Begin Mission Analysis Provide WARNO#1 info to S3 Plans NCO	Analyze mission, intent, and concept two levels higher Identify maneuver facts, assumptions, constraints, tasks, and forces available Propose a restated mission Provide slides to S3 Plans clerk for MA Brief Provide WARNO#2 info to S3 Plans NCO	Develop COA sketch and statement Begin developing scheme of maneuver Provide slides to S3 Plans Clerk for COA Brief Synch with other BOS's	Fight friendly COAs Refine COA's Develop DSM and DST Provide WARNO#3 info to S3 Plans NCO	Write Base OPORD and Task Org Supervise assembly of OPORD and all overlays
S3 PLANS NCO	Write/consolidate Warno#1 Assist S3 Planner	Identify Risks to the force and risks to the mission Write.consolidate Warno#2 Assist S3 Planner	Refine risks to the force and risks to the mission Begin writing Warno#3 Assist S3 Planner	Write/consolidate Warno#3 Assist S3 Planner	Conduct Risk Assessment Assist S3 Planner

TIMELINE TTP

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

WEATHER/ LIGHT DATA

TIME	ENEMY	FRIENDLY	CSS
H-54		Div OPORD	
H-40		TF Recon	CL IV Resupply
H-36	DAG Set	BDE OPORD	
	Air Assault		BDE CSS Rehearsal
H-24	Security Zone Established	TF OPORD	Field Trains Move
H-18	Defense +12	BDE Rehearsal	TF CSS Rehearsal
H-hour	Reserve in TAA	LD	Aid Station Move

INTEGRATED TIMELINE

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

TIME				H - ___)	(H - ___)	(H - ___)	(H - ___)	(H - ___)	(H - ___)	(H - ___)	(H - ___)
WEATHER											
ENEMY											
FRIENDLY											
	BDE										
	BN / TF										
		CDR									
		XO									
		CSM									
		S3									
		SGM									
		FSO									
		S2									
		S3P									
		S4									
		EN									
		ADA									
		CHEM									
		TOC									
		CTCP									
	CO / TM										
		____									
			CO								
			FIST								
			1SG								
			PLTs								
		____									
			CO								
			FIST								
			1SG								
			PLTs								
		____									
			CO								
			FIST								
			1SG								
			PLTs								
		____									
			CO								
			FIST								
			1SG								
			PLTs								
		SCT									
			PLT								
			PSG								
		MORT									
			PLT								
			PSG								
		CSS									
			SPT								
			MED								
			Maint								

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77th Armored Regiment

STEEL TIGERS!

DECISION SUPPORT MATRIX (DSM)

Operation Joint Guardian

DECISION POINT	NAI	COLLECTION MEANS	ENEMY ACTION / EVENT DTG	DECISION / NLT TIME	ACTION / DESIRED EFFECT
				DECISION: TIME REQUIRED: TIME / EVENT: FFIR: EEFI:	
				DECISION: TIME REQUIRED: TIME / EVENT: FFIR: EEFI:	
				DECISION: TIME REQUIRED: TIME / EVENT: FFIR: EEFI:	
				DECISION: TIME REQUIRED: TIME / EVENT: FFIR: EEFI:	
				DECISION: TIME REQUIRED: TIME / EVENT: FFIR: EEFI:	
				DECISION: TIME REQUIRED: TIME / EVENT: FFIR: EEFI:	

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SYNCHRONIZATION MATRIX

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SKETCH								
TIME								
ENEMY ACTION								
DECISION POINTS								
MANEUVER	DEEP							
	SECURITY							
	CLOSE							
	RESERVE							
	REAR							
AIR DEFENSE								
FIRE SUPPORT								
IEW								
ENGINEER								
CSS	MAN							
	ARM							
	FIX							
	FUEL							
	MOVE							
	SUSTAIN							
C2								

TACTICAL DECISION-MAKING

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

OFFENSIVE OPERATIONS

1. **How can the enemy defeat your plan?**
   - **What steps have you taken to ensure that he does not do that?**
   - **+ At what point will you become combat ineffective?**

2. **When will you make first contact?**
   - **+ When will you enter the objective area?**
   - **+ When will the battle end?**

3. **Is there a decisive point in this fight?**
   - **+ How much of the TF combat power is focused there?**
   - **+ Who and what will kill the first vehicle on the objective?**
   - **+ how will the enemy reorient himself?**

4. **At what point will the enemy commit his reserve?**
   - **+ What will be their mission?**
   - **+ What will your reserve do?**
   - **+ What triggers their commitment?**

5. **How many casualties do you expect to take?**
   - **+ Is this evacuation plan adequate?**

TACTICAL DECISION-MAKING

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

DEFENSIVE OPERATIONS

1. Where will you will the enemy?
   - + Why will he go there?
   - + What time will he be there?
   - + Will the main body go there is the CRP was destroyed?
   - + What formation will he use? Why?
   - + When will the battle end?

2. Who will see the enemy first?
   - + Who initiates direct fires?
   - + How many systems will open fire initially?
   - + Who will give the command?
   - + What will the rear of the enemy formation do?
   - + Can you engage them?
   - + Who shoots at the front of the formation and who shoots at the rear?

3. Where will the artillery/mortars/CAS engage when you initiate direct fires?
   - + how many casualties will fire support inflict?
   - + Where are the observers?
   - + Where will you initiate artillery? Why?

4. Will the enemy try to avoid the engagement area?
   - + Where will he try to go?
   - + How will you force the enemy into the engagement area?
   - + What will keep the enemy in the engagement area?
   - + How far beyond the obstacle can you engage with direct fie?
   - + How long will it take the enemy to breach that obstacle?

5. How far away can the enemy see your positions?
   - + What positions will he see first?
   - + How many men will you lose to artillery/mortars initially?

TACTICAL DECISION-MAKING

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

LEADERSHIP

1. When will you give your next pep talk to the soldiers?
   + W ill you talk to the main effort company today?
   + How many men in this unit have you seen/talked to today?
   + Who, besides the orders group, has heard your intent from you?

2. What is the most important thing to fix right now?
   + Who is worried about it besides you?
   + What is the plan to fix it and who is responsible?
   + What is the CSM doing right now? What are his priorities?
   + How often doe s the TOC update you on the prep?
   + What specific items are they tracking for you?

3. Did you participate in the wargaming? Why not?
   + What was your planning guidance? Was it complete? Was it followed?
   + Is this your plan or a staff plan?
   + How long before the OPORD brief did you know the scheme of maneuver?
   + Who is the weakest member of the staff?
   + Who is the weakest commander?
   + Who will train them/what is the plan?

4. Where will you be during the fight?
   + What will you control? What will you see?
   + How will you set the example during the battle?
   + How many men will see you?

5. What happens when soldiers and leaders fail to meet the standard?
   + How many corrections have you made today?
   + Was it a matter of not knowing or not caring?
   + Was an NCO there?
   + Who deserves an award in the unit? When will he get it?

BOS PLANNING CONSIDERATIONS

Operation Joint Guardian

MANEUVER:
- Develop flexible scheme of maneuver that can defeat multiple enemy COAs
- Plan to kill the enemy
- Analyze force ratios, array forces, battlefield calculus
- Wargame COA vs. enemy COA(s)
- Defensive planning - limited visibility plan
- Determine movement techniques
- Plan for dismounts
- Reconstitute lost recon
- Direct fire plan (mass, shift, focus, distribu

INTEL:
- IPB: Focus on SITTEMP, EVENT TEMP & Enemy COAs
- ID Key terrain, weather/light information
- Stay on track with Brigade products
- Understand higher headquarters R&S plan
- Reconnaissance is a mission, not a unit
- R&S Focus/Objective developed, approved by the TF Commander
- PIR developed, approved by the TF Commander
- Track enemy recon
- Portray uncooperative enemy at wargame; use all enemy combat multipliers

AIR DEFENSE:
- Develop AD plan to support scheme of maneuver
- Understand higher headquarters Aid Defense plan
- Air Defense priorities developed, approved by TF Commander
- Provide Air Defense coverage for critical events/locations
- Disseminate ADW/WCS

FIRE SUPPORT:
- Always have a fire plan
- in position to support recon/counter-recon
- Understand higher headquarters scheme of fires
- Provide Commander with capabilities and limitations
- Fire Support guidance developed, approved by the TF Commander
- Establish clear focus on fires (when, where, how long), triggers, and engagement criteria
- Synch indirect fire plan with scheme of maneuver, ID NFAs, CFFZs, HPTs
- Determine POFs by phase/event
- Develop observer plan
- Plan for mortars to do only one task

1st Battalion
77th Armored Regiment

STEEL TIGERS!

BOS PLANNING CONSIDERATIONS

Operation Joint Guardian

MOBILITY/SURVIVABILITY:
- Provide Commander with capabilities & limitations
- Task organize to support TF
- Plan for FASCAM
- Plan for use of smoke
- Develop Chemical defense and decon plan
- Defense:
  + Intent for obstacles developed, approved by TF Commander
  + Ensure desired effects support TF EA (disrupt, turn, fix, block)
  + Determine priority of EN effort
- Offense:
  + Develop breach plan that supports TF scheme of maneuver
  + TF instride = CO/TM deliberate
  + TF deliberate = support force, breach force, assault force
- Know status of breaching assets: i.e. # of operational plows

COMMAND AND CONTROL:
- Commander, XO, & S3 read entire Brigade order
- Develop, issue, and Rehears the TF R&S and counter-recon
- Continuous battle tracking
- Produce a detailed timeline, (Time management is critical)
- Issue WARNOs (at least 3)
- Leaders' recon (if possible)
- Orders drill (produce order)
- Develop decision support template
- Conduct safety/risk management
- Commander approves TF order
- Issue OPORD (vantage point if possible)
- TF Commander imparts intent/vision
- Dispatch LNOs - adjacent unit coordination

COMBAT SERVICE SUPPORT:
- Develop LOG plan to support TF scheme of maneuver
- Participate in orders drill - integrate CSS
- Priorities for support approved by TF Commander
- Provide support for recon/counter-recon
- Plan for rearm/refuel during the operation
- Provide Commander w/ capabilities & limitations and current logistics status
- Provide for emergency resupply of Class III & IV
- Provide CASEVAC plan to support concept of operations to include recon/counter-recon operations

1st Battalion
77th Armored Regiment

STEEL TIGERS!

MISC. PLANNING CONSIDERATIONS

Operation Joint Guardian

ENGINEER PLANNING DATA

	DISRUPT	TURN	FIX	BLOCK
Frontage	250 m	500 m	250 m	500 m
Depth	100 m	400 m	120 m	320 m
RF	1	1.2	1	2.4

WARNING ORDER

1. Addressees: To whom it pertains
2. Situation: Concise description
3. Nature of the operation: attack, defend, etc.
4. Time of earliest move
5. DTG, location of OPORD
6. Special instructions: (ammo, etc.)
7. ACKNOWLEDGE

8-STEP TRAINING MODEL

1. Plan the operation
2. Certify the leadership
3. Recon the location
4. Issue the OPORD
5. Rehearse the operation
6. Execute the OPORD
7. AAR the event
8. Re-train if necessary

CALL FOR FIRE

1. Observer Identification: (you this is me, type of engagement)
2. Target location: (grid of enemy)
3. Description of target (Infantry in the open)
4. Method of engagement (ICM, etc.)
5. Method of fire control

LOST SENSITIVE ITEM IMMEDIATE ACTIONS

1. Stop all training, secure area
2. Notify chain of command (TOC will notify MPs)
3. Conduct 100% inventory of all sensitive items
4. Conduct search of area (hands across the box)
5. Assist any further investigation

WEAPONS FIRE CONTROL STATUS

- "Green and clear" = Mechanical and electrical safe, feeders clear
- "Green" = (BFV) Mechanical and electrical safe, rounds in feeder, no ghost round cycled
- "Red Direct" = Permission to fire
- "Cease fire" = STOP, electrical safe at a minimum

1st Battalion
77th Armored Regiment

STEEL TIGERS!

MISC. PLANNING CONSIDERATIONS

Operation Joint Guardian

7 FORMS OF CONTACT
1. Observation
2. Direct
3. Indirect
4. Air
5. Obstacles
6. NBC
7. Electronic

REHEARSALS
- Map (hasty, leader)
- Rock Drill (limited resources, timely)
- Duck walk (Dismounted, all resources, limited wargaming)
- Mounted (2 mph) (walk thru, simulate objectives, obstacles, e
- Mounted (10 mph) (Execute at the fastest pace possible, best
- FM (LD focused, final coordination, enemy COA)

ENGAGEMENT AREA DEVELOPMENT
1. Where is the enemy coming from?
2. Where do we want to kill the enemy?
3. How long do I have to delay (CALC.)
4. Emplace the Obstacle Plan
5. Plan Indirect
6. Select Battle Position(s)
7. Proof the BP(s), sight the obstacles
8. Survivability

SALUTE REPORTS
1. Size (# troops, equipment, weapons)
2. Activity (Survivability, C-MOB, Recon, Move)
3. Location (grid, direction of travel)
4. Unit (patch description, bumper #)
5. Time (time of report, time of sighting)
6. Equipment (AR, IN, EN, AV, specific type)

RISK MANAGEMENT
1. Identify Hazards (Consider all aspects of current and future situations, environment)
2. Assess Hazards (What is the impact of the hazards on the operation?)
3. Develop controls (How do we limit the impact?)
4. Implement controls (Leader involvement)
5. Supervise and evaluate (Enforce standards, use the data to reinforce, refine the process

MOVEMENT TO CONTACT PLANNING CONSIDERATIONS

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

MANEUVER

Task Organization
- + Security Force (Provided by lead Company)
- + Advance Guard
- + Flank and rear security
- + Main body

Decisive Point
Advance Guard Task, Purpose (linked to TF purpose)
Advance Guard Zone
Main Effort Task, Purpose (Linked to TF purpose)
Main Effort Zone
Supporting Effort Task, Purpose (Linked to ME purpose)
Supporting Effort Zone
Flank Security Companies' Tasks, Purposes (linked to ME)
Flank Security Companies' Zone
Designate and Position Reserve
Priorities of Planning for Reserve
Reserve ABFs / EAs / BPs
Reserve Routes
Triggers for Commitment of Reserve
Timing of Reserve Moves
Triggers for Commitment of Trail Companies
Routes for Reposition of Forces

Movement
- + Oriented on Templated Objectives
- + Assigned Axes of Advance
- + Designate Movement Speed / Tempo of the Attack
- + Actions on Contact
- + Bypass Criteria
- + Make Contact with Smallest Element Possible
- + Separation of Units

Security Force
- + Mission: Determine Size, Activity, Location, and Depth of Enemy Forces
- + Initial Priority of Fires
- + Assigned Area Reconnaissance Missions

Advance Guard
- + Initial Main Effort
- + Destroy Enemy Recon
- + Destroy Enemy FSE
- + Delay Main Body
- + Priority of Fires Once Committed
- + Contingencies

FPOL of Trail Company
- + Trigger of Execution of FPOL
- + Trigger for Direct Fire Battle Handover
- + Primary lanes
- + Alternate Lanes
- + Dirty Lanes

MOVEMENT TO CONTACT PLANNING CONSIDERATIONS

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

FIRE SUPPORT

Impede Maneuver and Deployment of Enemy Forces to Cover
the Deployment and Support the Attack of Friendly Forces
Plan When to Mass Fires
Triggers to Fire on Confirmed Enemy Locations
Plan Fires to Support
+ Choke Points to be Crossed
+ Flank Security
+ Suspected Enemy Locations
Plan CELs to Support TF Movement Forward in Zone
COLT/Observer Positioning
COLT/Observer Comms (TRNS / TACSAT / Relay)
FA Positioning
Q36 Positioning
FO/FIST Allocation and Positioning
Deny Enemy Counterattacks with FASCAM
Priority of Fires
Focus of Fires
NFAs
CFZs
CAS to Interdict Enemy CATK / Follow-on Forces
FPOL of Trail Company
+ FA Positioning in Support of FPOL

AIR DEFENSE

Sentinel Placement
Asset Allocation
Enemy Air Avenues of Approach

ENGINEER

Asset Allocation
Dig in Q36
Mobility Support for TFs
Change Engineer Task Organization Upon FPOL
Situational Obstacles on Flanks
Use of MOPPMs
Marking of Lanes

AVIATION

COLT/Scout Insertions
Aerial CASEVAC LZs and Routes
Aerial Emergency Resupply
DRT Sweeps
Plans Team Movement (Comms, too)

MOVEMENT TO CONTACT PLANNING CONSIDERATIONS

Operation Joint Guardian

1st Battalion
77th Armored Regiment
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CHEMICAL

Decon Link-Up Points
Decon Sites
Positioning of Decon Assets (TF TOC?)
Positioning of Chemical Recon (OPCON for Movement with
    Company Closest to Templated Chemical Strikes)
Use of Smoke for
    + Screening Avenue of Approach / Enemy Observers
    + Deception on Adjacent Avenues of Approach

COMMAND AND CONTROL

Location of Command Group
Location of TAC
Location of TOC
Location of CMD/OI Retrans
Location of A/L Retrans
Location of Additional Retrans With Switch Line(s)

CSS

Location of LRPs
Location of AXPs
CASEVAC Plan
Location of FLEs
MSRs
Location of MXPs

IEW

IEW Baseline Positioning
Allocation of GSRs
LLVI Positioning
Triggers for Electronic Attack

MILITARY POLICE

Field Trains Security
FPOL of Guard Force
    + Escort Along Lanes Through TF Sector

DELIBERATE ATTACK PLANNING CONSIDERATIONS

Operation Desert Eagle 2011

1st Battalion
77th Armored Regiment
STEEL TIGERS!

MANEUVER

Task Organization
- + Assault Force
- + Support Force
- + Breach Force
- + Reserve

Decisive Point
Terrain (Seize / Secure OBJ) or enemy (Defeat / Destroy)
Phases of Operation
- + Movement
- + Isolate the Objective
- + Breach
- + Attach to Seize / Secure Objective area
- + Consolidate / Reorganize / Security / Transition to Defend

Main Effort Task, Purpose (Linked to BCT)
Main Effort Zone
Supporting Effort Task, Purpose (Linked to ME)
Supporting Effort Zone
Flank Security Companies Task, Purpose (Linked to ME)
Flank Security Companies' Zone
Designate and Position Reserve
Priorities of Planning for Reserve
- + Assume ME

Reserve ABFs / EAs / BPs
Reserve Routes
Triggers for Commitment of Reserve
Timing of Reserve Moves
Triggers for Commitment of Trail Companies
Routes for Repositioning of Forces
Movement
- + Axis / Route of Advance (Indirect Approach)
- + Key Terrain
- + Movement (Formation / March Order / Technique
- + Guides / Route Marking
- + Forward / Flank / Rear Security During Movement
- + Bypass Criteria
- + Control Measures: ATK PSN, CP, PL, SBF, ABF, AXIS, ZONE, CCP, AXP, DOA, TRP, PLD, PLC, ZOP, POP, OBJ, ASLT PSN, CP, EA, RT, PP, CONTACT PT, L/U PT
- + Contingencies
- + Actions on Contact
- + Fire Support
- + CSS (CASEVAC, Recover, etc.)
- + Actions at Obstacles (In Stride Breach / Bypass)
- + Decon

Isolate the Objective
- + Dismount Infantry Attack (Secure / Seize Key Terrain)

DELIBERATE ATTACK PLANNING CONSIDERATIONS

MANEUVER (cont.)

Fire Support
- + FA/MLRS
- + CAS (CATK forces, Prep ZOP)
- + Smoke

Triggers for Employment of Supporting Fires
Situational Obstacles
- + FASCAM
- + VOLCANO
- + MOPMMS
- + GATOR

Deception (Feint, Demonstration)
Flank Security
- + Scouts Screen Flanks
- + Observe Likely Counterattack Routes (GSRs / AVN)

Block Likely Counterattack Routes
FPOL Of Trail Company
- + Trigger for Execution of FPOL
- + Trigger for Direct Fire Battle Handover
- + Primary Lanes
- + Alternate Lanes
- + Dirty Lanes

Identify Branches and Sequels to the Plan

Breach
- **+ Suppress (Tanks, BFVs, FA)**
  - *** Task, Purpose**
  - *** OBJs, TRPs, Triggers to Shift / Lift**
- **+ Obscure (Mortars, FA, CM Smoke)**
  - *** Trigger to Initiate**
  - *** Build Initial Smoke**
  - *** Sustain Smoke**
  - *** Duration of Smoke**
- **+ Secure (Near Side and Far Side)**
  - *** Responsibility for Near Sid**
  - *** Responsibility for Far Side**
  - *** Lane Marking**
  - *** Signals**
- **+ Reduce (Breach Force / Engineers)**
  - *** Massing of Breach Assets**
  - *** Redundancy in Breaching Methods**

Consolidation and Reorganization
- **+ Transition to Hasty Defense**
- **+ BPs / Sectors**
- **+ Task / Purpose of Each Element**
- **+ Countermobility**
  - *** FASCAM**
  - *** MOPMMS**
  - *** VOLCANO**
- **+ Fires - Planned Targets on Enemy Avenues of Approach**
- **+ CASEVAC**
- **+ Emergency Resupply and Recovery**
  - *** CL I, III, V, VIII**
  - *** Position Assets Forward**
  - *** Triggers**

DELIBERATE ATTACK PLANNING CONSIDERATIONS

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Operation Desert Guardian

RECONNAISSANCE

Focus Reconnaissance Effort to Answer Commander's PIR
Redundant Observers on PIR
Fire Support
Engineer Support
Reconnaissance Objectives
- + Obstacles
- + Enemy Disposition / Strength / Positions / Activities
- + Attack Positions / Avenues of Approach / Routes
- + Key Terrain / Trafficability / EA Kill Zone

ENGINEER

Asset Allocation
TF Zone of Penetration
Dig in Q36s
Mobility Support for Lead TFs
Change Engineer Task Organization Upon FPOL of Trail Company
Situational Obstacles of Flanks
Use of MOPPMs
Marking of Lanes

FIRE SUPPORT

Fires on Suspected Enemy Positions
Planned Throughout the Depth of Zone
Likely Enemy OP/CSOP Locations
Smoke (Obscure Movement / Deception)
Preparatory Fires
Suppressive Fires
Deception Fires
Supports the Attack
Triggers to Shift Indirect Fire
FASCAM
- + Isolate the Objective
- + Fix Retreating Forces
- + Fix Counterattacking Forces
- + Secure Flanks During Movement

COLT/Scout Positioning
COLT/Scout Comms (Retrans / TACSAT / Relay)
FA Positioning
Q36 Positioning
FIST Allocation and Positioning
Deny Enemy Counterattacks with FASCAM
Priority of Fires
Focus of Fires
NFAs
CFZs
FPOL of Trail Companies
- + FA Positioning in Support of FPOL

DELIBERATE ATTACK PLANNING CONSIDERATIONS

Operation Desert Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

CHEMICAL

Decon Link-Up Points
Decon Sites
Positioning of Decon Assets (TF TOC?)
Positioning of Chemical Recon (OPCON for Movement with
Company Closest to Templated Chemical Strikes)
Use of Smoke for
+ Screening Forces
+ Breaching Operations
+ Deception

MILITARY POLICE

Field Trains Security
FPOL of Guard Force
+ Escort Along Lanes Through TF Sector

IEW

IEW Baseline Positioning
Allocation of GSRs
LLVI Positioning
Triggers for Electronic Attack

COMMAND AND CONTROL

Location of Command Group
Location of TAC
Location of TOC
Location of CMD/OI Retrans
Location of A/L Retrans
Location of Additional Retrans With Switch Line(s)

CSS

Location of LRPs
Location of AXPs
CASEVAC Plan
Location of FLEs
MSRs
Location of MXPs

AIR DEFENSE

Sentinel Placement
Asset Allocation
Enemy Air Avenues of Approach

AVIATION

COLT/Scout Insertions
Aerial CASEVAC LZs and Routes
Aerial Emergency Resupply
DRT Sweeps
Plans Team Movement (Comms, too)

DEFENSIVE PLANNING CONSIDERATIONS

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

MANEUVER

Task Organization
Decisive Point
Main Effort Task, Purpose (Linked to 2BCT Purpose
Main Effort Alternate EA / BP / Sector
Position Main Effort Companies (If Applicable)
Supporting Effort Task, Purpose (Linked to ME Purpose)
Supporting Effort EA / BP / Sector
Position Supporting Effort Companies (If Applicable)
Guard Force (SE) Task, Purpose (Linked to ME Purpose)
Guard Force EA / BP / Sector
Guard Force Alternate EA / BP / Sector
Position Guard Force Companies (If Applicable)
Designate and Position Reserve
Priorities of Planning for Reserve
Reserve ABFs / EAs / BPs
Reserve RTs / GMs
Triggers for Commitment of Reserve
Timing of Reserve Moves
Triggers for Repositioning of Forces
Routes for Repositioning of Forces
Establish Contact Points

EA Prep Priorities
RPOL of Guard Force
- Trigger for Execution of RPOL
- Trigger for Direct Fire Battle Handover
- Priorities of Support Forces by Passed Units
- Primary Lanes
- Alternate Lanes
- Dirty Lanes
- Closing of Lanes

ENGINEER

Brigade Obstacle Plan
Dig in Q36
Countermobility Support for Guard Force
Situational Obstacle on Flanks
Use of MOPPMs
Marking of Lanes
Location of Class IV / V Points
RPOL of Guard Force
- Mobility Support for Guard Force
- Contingency Breach Plans for Guard Force

Priority of Dig by Field Type and Unit

DEFENSIVE PLANNING CONSIDERATIONS

Operation Joint Guardian

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FIRE SUPPORT

COLT Positioning
COLT COMs (RTNS / TACSAT / Relay)
COLT LNO in Guard Force TOC
FA Positioning
Q36 Positioning
FIST Allocation and Positioning
Integration of Artillery with Obstacles
Re-SEAD Enemy Breaches with FASCAM
Priority of Fires
Focus of Fires
NFAs
CFZs
RPOL of Guard Force
- FA Positioning in Support of Guard Force
- Trigger for FA Battle Handover

Separate MB From AGMB
- FASCAM (Early)
- FA / MLRS

AIR DEFENSE

Sentinel Placement
Asset Allocation
Enemy Air Avenues of Approach

CHEMICAL

Decon Link-Up Points
Decon Sites
Positioning of Decon Assets (TF TOC?)
Positioning of Chemical Recon (OPCON for Movement with
Company Closest to Templated Chemical Strikes)
Use of Smoke for
+ Repositioning
+ MBA Concealment
+ Deception

RPOL of Guard Force
+ Decon of Link-Up Points

MILITARY POLICE

Field Trains Security
RPOL of Guard Force
+ Escort Along Lanes Through TF Sector

1st Battalion
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STEEL TIGERS!

DEFENSIVE PLANNING CONSIDERATIONS

Operation Joint Guardian

RECONNAISSANCE

Be specific in what asking to look at and why
If Scouts can find/report only one piece of information, what do we want it to be?
Must have enough TIME to get job done
Allocate the right resources:
+ Medics
+ ADA
+ Tow Bars
+ Engineer Team
+ Class I, Water
+ Plan CASEVAC

Task Companies with one or two NAIs max

CSS

Location of LRPs
Location of AXPs
CASEVAC Plan
Location of Class IV / V Points
Location of Caches for Companies
Location of FLEs
MSRs
Location of MXPs

AVIATION

COLT/Scout Insertions
Aerial CASEVAC LZs and Routes
Aerial Emergency Resupply
DRT Sweeps
Plans Team Movement (Comms, too)

IEW

IEW Baseline Positioning
Allocation of GSRs
LLVI Positioning
Triggers for Electronic Attack

COMMAND AND CONTROL

Location of Command Group
Location of TAC
Location of TOC
Location of CMD/OI Retrans
Location of A/L Retrans
Location of Additional Retrans With Switch Line(s)

ENGINEER

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

BREACHING TENETS

1. INTELLIGENCE
   - + Determine method
   - + IPB focus collection
   - + Obstacle intel is critical
2. BREACH FUNDAMENTALS
   - + Suppress
   - + Obscure
   - + Secure
   - + Reduce
3. BREACH ORGANIZATION
   - + Support Force
   - + Breach Force
   - + Assault Force
4. MASS
5. SYNCHRONIZATION

ENGINEER BATTLEFIELD ASSESSMENT

1. Observation and Fields of Fire
   - + Identify potential engagement areas
   - + Identify defensible terrain and specific system or equipment positions
   - + Identify where maneuvering forces are most vulnerable to observation and fire
2. Concealment and Cover
   - + Identify and evaluate AAs
   - + Identify defensive terrain and potential battle positions
   - + Identify potential assembly and dispersal areas
3. Obstacles
   - + Identify pertinent obstacles in the Ai
   - + Determine the effect of each obstacle on mobility
   - + Combine the effects of individual obstacles into the fire (direct & indirect) plan
4. Key Terrain
   - + Terrain that offers observation in AA
   - + Terrain that offers cover by direct fire
   - + Important LOCs (roads, intersections)
5. Avenues of Approach
6. Evaluate the terrain's effect on military operations
7. Evaluate the weather (visibility, winds, precipitation, cloud cover, temperature, and humidity

AIR DEFENSE PLANNING

Operation Joint Guardian

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STEEL TIGERS!

IDENTIFY PRIORITIES: Where MUST we have coverage to ensure mission accomplishment?
+ Where can we assume risk and still accomplish mission?

When are we <u>most vulnerable</u> to Enemy air? What kind?
+ <u>Fixed wing</u>: During Prep (AI), penetration of Main Defensive Belt (MDB), MIBR/MID CAR commitment
+ <u>Rotary wing</u>: As aerial recon and air insertion on flanks during close battle, at POP/breach, CAR commitment

From what can we <u>not recuperate</u>? (criticality / vulnerability / recuperability)
+ Q36
+ FA assets
+ Breach assets
+ BSA

Deliberate Attack:
+ BSFVs with breach force
+ Stingers with Q36, FA, BSA, C2
+ Next priorities: lead elements, trains, flan
+ In breach: MUST PROTECT BREACH

Movement to Contact:
+ ADA echeloned in depth of TF assets

Defense:
+ ADA provides protection as TF digs in
+ ADA dug in early
+ Priorities: Prep of defensive positions; obstacles; CPs, CBT Trains; UMCP, shift to maneuver units o/o

Passive AD Measures: Dispersion, tone down vehicles, camouflage

<u>ADW (Air Defense Warning):</u>
WHITE: Air attack not probably
YELLOW: Air attack probable
RED: Air attack imminent / in progress

<u>WCS (Weapons Control Status):</u>
WEAPONS FREE: Engage aircraft <u>not positively</u> IDd as friendly
WEAPONS TIGHT: Engage aircraft <u>positively</u> IDd as <u>hostile</u>
WEAPONS HOLD: Do not engage, except in <u>self defense</u>, or o/o

FIRE SUPPORT PLANNING

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1st Battalion
77th Armored Regiment

STEEL TIGERS!

Target Acquisition Priorities (HPTs)
- Desired effects
- 2S1s, AT-5s, C2, etc.

Priority of fire (Should synch with FOF) and how to shift

Force Protection Priorities (CFZs)
- MTC:
  + Lead Co/Tm, FA/MTR assets, Scouts
- D/ATK:
  + Support force, breach site
- Defense:
  + Specific BPs, COLT, Reserve, censor zone over mortars

Counterfire priorities and use of Q36 radar
- Protection of Q36

Use of special munitions:
- DPICM, Smoke, CPHD (Tank Killer), FASCAM, Illum

CFFZs

Place/time FS is critical to the fight:
- "…if you do nothing else…"

Where Commander wants "Flashlight effect"

Scouts: What do we want eyes on?

SEAD Requirements
- i.e. "Disrupt ability of enemy SA-7/14s to engage lift Helicopters from PZ to LZ ___ to allow AA Tm
  to arrive @ LZ with 90% of force intact."

Paladin zones

FSCMs (CFL, FFA, RFL, FRA, NFA)

Recap synch of fires with key maneuver events

Q36 to detect enemy Chemical air bursts

1st Battalion
77th Armored Regiment

STEEL TIGERS!

FIRE SUPPORT PLANNING PROCESS

Operation Joint Guardian

MDMP STEP	INPUTS	ACTIONS	OUTPUTS
RECEIPT OF MISSION AND MISSION ANALYSIS	High WARNO or OPORD Facts from FA BN, ALO, others Facts form Higher, Lower, and Adjacent FSEs/FISTs IPB products Enemy COAs from S2 HVTs by enemy phase or critical event	Understand Higher Maneuver and FS plan Organize & analyze facts ID specified and implied FS tasks Translate status of FS assets into capabilities Analyze effects of IPB on FS Use above to develop draft EFSTs	FSO portion of MA brief: higher FS plan, briefing charts, FS status, FS capabilities / limitations, FS IPB analysis, FS timeline, recommend EFSTs Commander: Approve EFSTs or modify, give other FS guidance
COA DEVELOPMENT	See OUTPUTS from Step 1	Determine where to find and attack EFST formations ID HPTs in those formations (TVA) Quantify the effects for EFSTs Plan methods for EFSTs Allocate assets to acquire Allocate assets to attack Integrate triggers with Maneuver COA Use Battle Calculus Assist S2 in R&S development to support FS	For each COA developed: concept of fires, draft FSEM, draft target list/overlay draft TSM or modified TSM, collection/R&S plan
COA ANALYSIS AND COA COMPARISON	See OUTPUTS from Step 2	Targeting decisions: Finalize HPTL Wargame FS plan(s) vs. enemy COAs Modify/refine inputs as required Refine and test FS plan	Final Drafts: Fires paragraph FS annex: FSEM, Target list, target overlay, TSM or modified TSM (HPTL, AGM, TSS)
COA APPROVAL and ORDERS PRODUCTION STAFF SUPERVISION	See OUTPUTS from Step 2	Approval briefing FS plan briefed as part of each COA FSO presents analysis as part of Battle Staff	Commander: Selects, modifies or approves COA FSO: FS WARNO 3 (or FS info included in Brigade/Bn WARNO); clean up, finalize, and reproduce written products; prepare, rehearse, and issue OPORD as part of staff; FS backbrief , manage

FIELD ARTILLERY MISSION TIMES

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

TYPE MISSION	UNIT	TIME 105 155	REMARKS
Target of Opportunity	Battalion 3	7:00 8:00	FFE W/O Adjustment
Group	Battalion 3	10:00	3 Targets
Series	Battalion 9	15:00	3 Target Series
Quick Smoke	Battery 5	15:00	300m Screen, 5 Min duration
CPHD	Platoon (-)	2-7:00	Planned Target
FASCAM, Target of Opportunity	Battery	15:00	30 Projectiles, 1 Aim Point
Planned FASCAM	Battery 2 Battery Battalion	20:00 15:00 11:00	Medium Density w/2 Aim Points

HOWITZER CAPABILITIES
(Light Infantry: M102/M119)

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

PROJECTILE	M102	M119
APERS*	DF Only	DF Only
HEP-T**	DF Only	DF Only
HE	11.5 KM	14.0 KM
APICM	11.5 KM	11.5 KM
RAP, HE	15.1 KM	15.1 KM
HC SMOKE	11.5 KM	11.5 KM
WP	11.5 KM	11.5 KM
ILLUMINATION	11.5 KM	11.5 KM

MAX/SUST ROF M102

10 Rounds/Min for 3 Min Then
3 Rounds/Min

MAX/SUST ROF M119

6 Rounds/Min for 2 Min Then
3 Rounds/Min for 30 Min Then
1 Round/Min

*** Flechette Round: Limited Supply, Direct Fire Only**

**** Limited Supply, Direct Fire Against Lightly Armored Vehicles**

HOWITZER CAPABILITIES
(Mechanized Brigade: M109A2/3))

PROJECTILE	CHG 8	CHG 7W
HE	18.1 KM	14.6 KM
DPICM*	17.5 KM	14.4 KM
ADAM/RAAM**	17.7 KM	14.6 KM
HC SMOKE	18.1 KM	14.8 KM
COPPERHEAD***	11.7 KM	9.9 KM
ILLUMINATION	17.5 KM	14.4 KM
RAP, HE	23.5 KM	19.5 KM

MAX/SUST ROF

4 Rounds/Min for 3 Min Then
1 Round/Min

*** Contains 88 Submunitions. Each Will Penetrate 2.75” of Armor and Will Produce Anti-Personnel Fragmentation.**
**** ADAM/RAAM Rounds**
***** Angle T Considerations/Less Than 800 MILS (Observation Plan)**

US ARTILLERY CAPABILITIES

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

TYPE WEAPONS	RANGE (METERS)		MAXIMUM RANGE RAP (METERS)	MAXIMUM FPF WIDTH (METERS)	WEIGHT (POUNDS)	RATE OF FIRE (RDS/MIN)	
	MINIMUM	MAXIMUM				MINIMUM	MAXIMUM
105mm (M119A1)		14,000	19,000	210	4,520	3	6
105mm (M102)		11,500	15,000	210	3,338	3	10
105mm (M101A1)		11,270	15,000	210	4,980	3	10
155mm (M114A1A2)		14,600	19,400	300	12,700	1	4
155mm (M109A3/A4)		18,100 M864 (ERDPICM) 22,200	23,500	400	55,000	1	4
155mm (M109A5/A6)		22,200 M864 (ERDPICM) 28,400	30,000	400	55,000 (A5) 63,000 (A6)	1	4
155mm (M198)		18,100 M894 (ERDPICM) 28,400	30,000	400	15,800	Varies	4
MLRS (M270) ATACMS	8,000 (classified)	32,000+ 100,000+	N/A	N/A	54,600 54,000	N/A	12 1 or 2 < 10 sec

ATACMS - Army Tactical Missile Sysytem
ERDPICM - Extended Range Dual-Purpose Improved Conventional Munitions
MLRS - Multiple Launch Rocket System
RAP - Rocket-Assisted Projectile

US ARTILLERY CAPABILITIES (cont.)

Operation Joint Guardian

US MORTAR CAPABILITIES

TYPE WEAPONS	RANGE (METERS)		MAXIMUM FPF WIDTH (METERS	WEIGHT (POUNDS)	RATE OF FIRE (RDS/MIN)	
	MINIMUM	MAXIMUM			SUSTAINED	MAXIMUM
60mm mortar						
HE M720/M889	70	3,500	60	18-45	20	30
HE M49A4	45	1,830				
81mm mortar (M29A1)						
HE M374A2	70	4,600	140/4 tubes	98	8	25
HE M374/A3	73	4,790				
81mm mortar (252)						
HE M821/M889	80	5,800	40/4 tubes	93	15	30
HE M374/A3	73	4,790				
107mm mortar						
HE M329A1	920	5,650	240/6 tubes	675	3	18
HE M329A2	770	6,840	120/3 tubes			
120mm mortar	200	7,200	360/6 tubes 180/3 tubes	320	4	15

ILLUMINATION

TYPE	RANGE (METERS)		BURN TIME (SECONDS)	RATE OF CONTINUOUS ILLUMINATION (RDS/MIN)	DIAMETER OF AREA ILLUMINATED (METERS)
	MINIMUM	MAXIMUM			
107mm					
M335A2	440	5,490	90	1	800
105mm					
M314A3		11,500	60	2	800
155mm					
M485A2		17,500	120	1	1,000
120mm					
M91	200	7,100	60	2	1,500
M930	200	7,200	60	2	1,500
81mm					
M853	300	5,060	60	2	650
M301A3	100	950	60	2	360
60mm					
M721	200	3,500	25	4	500
M83A3	725	950	25	4	300

SMOKE

DELIVERY SYSTEM	TYPE ROUND	TIME TO BUILD EFFECTIVE SMOKE (MINUTES)	AVERAGE BURNING TIME (MINUTES)
155mm	WP (M110A1)	30 sec	60 - 90 sec
	smk (M825)	30 sec	5-10
105mm	WP	30	60 - 90 sec
	HC	60-90 sec	3
107mm / 120mm	WP	30 sec	1
81mm	WP	30 sec	1
60mm	WP	30 sec	1

FIRE SUPPORT COORDINATION MEASURES

Operation Joint Guardian

1st Battalion
77th Armored Regiment
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PERMISSIVE MEASURES

Fire Support Coordination Line (FSCL)

Corps/Division Line Beyond Which All Fires May Be Fired Without Coordination

FSCL (5th Corps)

502000Z JUN

Coordinated Fire Line (CFL)

Division/Brigade Line Beyond Which Surface to Surface Fires May Be Fired Without Coordination

CFL (2BCT)

502000Z JUN

Free Fire Area (FFA)

Corps/Division Area Where Fires May Be Delivered Without Coordination

FFA
1st ID
150800A – 152000Z JUN

FIRE SUPPORT COORDINATION MEASURES

Operation Joint Guardian

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RESTRICTIVE MEASURES

Restrictive Fire Line (RFL)

Battalion or Higher Line Between Two Converging Forces Across Which No Fires (Direct/Indirect) or Their Effects May Cross Without Coordination

RFL (5th Corps)

502000Z JUN

Restrictive Fire Area (RFA)

Battalion or Higher Area Into Which Specific Constraints on Fires Cannot Be Exceeded

RFA
1-77 ARMOR
OPORD 02-05
Do DPICM

No Fire Area (NFA)

Division or Higher Area Into Which No Fires or Their Effects May Be Delivered Without Coordination

NFA
1st ID
EFF 091200Z JUN

FIRE SUPPORT COORDINATION MEASURES

Operation Joint Guardian

RESTRICTIVE MEASURES (cont.)

Airspace Coordination Area (ACA)

Formal: Brigade or Higher Three Dimensional Block of Airspace That Provides Lateral and Altitude Separation Between Aircraft and Other Fire Support Assets

* Informal: Established Using Lateral, Altitude, or Time Separation or Any Combination. Normally Not Depicted on a Map or Overlay

* Primary Method Utilized

ACA
1st ID
MIN ALT: 400
MAX ALT: 2700
EFF 080600Z – 080700Z JUN

TARGETING

Operation Joint Guardian

What's Important?

Defense:
Targets: 3 x MRBs
Key Linkages: R&S Plan, Obstacle Plan
Movement to Contact:
Targets: FSE, AGMB
Key Linkages: R&S Plan, Observation Plan
Deliberate Attack:
Targets: CSOPs, EN overwatching obstacles, EN at Point of Penetration, CAR, AT Reserve
Key Linkages: R&S Plan, Counterfire, Breach plan

Commander's Guidance

Formation: What specific Enemy formation (MRB, MRC, MRP) do we need to attack?
Function: What is it doing that is unacceptable?
Effect: What do we want to achieve: Delay, Disrupt, Limit, Divert, etc.
Purpose: Maneuver purpose for the attack

FIRE SUPPORT TASKS

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Focus of Fires (by phase of battle or critical event)

Scouts until contact / in EA; shift to Main Effort Co/Tm/Support force; shift to Assault force / Defeat C/ATK

Deliberate Attack

Destroy CSOPs in Zone
Obscure to support breach
Suppress MRC/MRP to support breach
Disrupt enemy C/ATK forces (CAR)

Movement to Contact

Suppress FSE of the AGMB in order to enable…
Disrupt the FSE in order to enable lead Co/Tm to…
Suppress AT-5s
Use of smoke: Screen

Defense

Destroy enemy recon
Delay MB / AGMB with special munitions (FASCAM, CAS, DPICM)
Suppress AT-5 positions on flanks
Disrupt main body forces as they enter EA

FIRE SUPPORT PLANNING TERMS

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ESSENTIAL FIRE SUPPORT TASKS (EFST) A task for fire support to accomplish that is required to support a combined arms operation. Failure to achieve an EFST may require the commander to alter his tactical or operational plan. A fully developed EFST has a task, purpose, method and effects.

+ The **task** describes what targeting objective (delay, disrupt, limit or destroy) fires must achieve on an enemy formation's function or capability
+ The **purpose** describes why the task contributes to maneuver
+ The **method** describes how the task will be accomplished by assigning responsibility to observers or units and delivery assets and providing amplifying information or restrictions. Typically the method is described by covering three categories: priority, allocation, and restrictions
+ **Effects** quantify success in accomplishment of the task

ESSENTIAL FIELD ARTILLERY TASKS (EFAT) A task for the field artillery that must be accomplished to achieve an EFST. A fully developed EFAT has a task, purpose, method and effects.

+ The **task** describes the effects of fires against a specific enemy formation(s). (effects of fires = suppress, neutralize, destroy, screen, or obscure). (Note: Fire FASCAM / SEAD are special cases)
+ The **purpose** is a summary of the task and purpose from the EFST. The method describes how the task will be accomplished by assigning responsibilities to the Field Artillery batteries, survey and Battalion TOC
+ Typically the **method** is described by covering three categories: priority, allocation, and restriction
  ~ Priority provides the batteries with POF and priority of survey
  ~ Allocations includes movement triggers, routes, PAs, AOF, TGTs (priority and FPFs), and radar zones
  ~ Restrictions cover FSCMs and survivability movements criteria
+ **Effects** is a quantification of the FA task and positioning of FA units

CONCEPT OF FIRES The logical sequence of EFSTs that integrated with the scheme of maneuver will accomplish the mission and achieve the Commander's Intent. Allocates in broad terms the fire support assets to achieve the EFSTs. The concept of fires is the basis of the fires paragraph

SCHEME OF FIRES The detailed, logical sequence of targets and fire support events to find and attack the high payoff targets. It details how we expect to execute the fire support plan in accordance with the time and space of the battlefield to accomplish the commander's essential fire support tasks. The products of the FS annex: FSEM, target list / overlay and/or a modified target synch matrix articulate the scheme of fires

FIRE SUPPORT ACTIONS

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MISSION: It is the mission of the Field Artillery to destroy, neutralize, or suppress the enemy through cannon, rocket and missile fires, and to help integrate all fire support assets into combined arms operations

ACTIONS:

1: Fire mission received over the Fire Support Net
2: FSO announced "Attention in the TOC: Fire mission!"
3: FSO plots the target on the battle board, assuring that it does not violate any control measures, and announces the danger close radius for the desired munition
4: BOS elements respond in order of S2 (Scouts), engineers, chemical, and Battle Captain (all maneuver units to include attachments) with either "safe" or "check firing!"
5a: If all units respond "safe", the FSO initiates a fire mission with the First Lightning Battalion Fire Direction Center
5b: If any BOS unit announces "check firing", the FSO immediately echoes with "check firing". The Battle Captain plots the grid of the unit determined to be danger close. The appropriate BOS elements makes contact with the unit in question to verify its grid. If the unit is still determined by the FSO to be danger close, the Battle Captain makes the decision to move the unit or to cancel the fire mission
6: After Fires are Cleared: The FSO monitors the First Lightning Fire Control net and listens for the FDC to send "shot". When he receives "shot", the FSO announces "attention in the TOC: Shot (target number)". The FSO will also announce rounds complete
7: End of Mission?: After rounds complete, the FSO will make contact with the unit having eyes on the target. If the observer wishes a repeat, the FSO will inform the Battle captain and request a repeat. If the observer sends subsequent corrections, the FSO will plot the new grid, and the process of clearing fires will begin again with BOS elements reaffirming that their units are out of the kill radius
8: After End of Mission: If the observer requests that the target be recorded as a target or a known

CAS PLANNING

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77th Armored Regiment

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Throughout a campaign, a Brigade's efforts to employ CAS are routinely thwarted by a number of factors. These include: Multiple Target Grids generated from a variety of sources, ineffective Airspace deconfliction, lack of SEAD (both lethal and non-lethal), and lack of qualified terminal air controllers at the right place and at the right time

CAS TTP

STEP 1:

The targeting team determines, from the commander's intent, what enemy formation and function they need to attack with CAS. Once this is determined, the process of identifying where to target CAS during the operation can begin

STEP 2:

Graphically portray the potential CAS targets on the fire support overlay

STEP 3:

Construct a CAS Target Box (CTB) for each CAS target area. The following information should be developed:

1) Definition of the area within which we can expect to find the enemy
2) Where we have the capability to engage the enemy
3) Where we can achieve the desired effects on the enemy

- Then compose a 9-line for each CAS target

STEP 4:

Complete construction of the CAS components of the fire support overlay. The components include ACAs, IPs, FSCMs, artillery firing positions, ADA, and Army A2C2

TOC CAS DRILL CHECKLIST

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- ❑ **Trigger reached**
- ❑ **TACP informs XO of aircraft launch with ETA**
- ❑ **CAS target selected**
- ❑ **Aircraft checks in**
- ❑ **9-Line briefed**
- ❑ **FAC/fighters, ALO, and FSO coordinate on attack timing (TOT or Hack)**
- ❑ **FSO calls FDC to fire SEAD (if required)**
- ❑ **ADO changes weapons control status (if required)**
- ❑ **Secondary CAS target selected (targeting cell)**
- ❑ **FDC calls FSO with splash on SEAD rounds**
- ❑ **FSO calls all FSEs and activates ACA(s) (if required)**
- ❑ **TACP announced fighters departing IP (inform ADA cell)**
- ❑ **FDC calls FSO with SEAD rounds complete**
- ❑ **TACP announces fighters clear of ACA(s)**
- ❑ **FSO calls all FSEs and cancels ACA(s)**
- ❑ **ADO changes weapons control status**
- ❑ **TACP reports BDA / battlefield intel from FAC/fighters**

US CAS AIRCRAFT

Operation Joint Guardian

AIRCRAFT	SERVICE	CHARACTERISTICS
F-111	USAF	Tactical bomber; good all-weather and nigh capability; supersonic; typical load 12,000 lbs., maximum load 25,000 lbs.
A-6M	USMC	All-weather tactical bomber, subsonic; typical load 4,000 lbs., maximum load 9,000 lbs.
AV-881	USMC, USN	VTOL CAS aircraft; subsonic; typical load 4,000 lbs., maximum load 9,200 lbs.; 5,000-lb ordnance load; 25mm Gatling gun
A-10 or O/A-10*	USAF, AFRES, ANG	Specialized CAS aircraft; subsonic; typical load 6,000 lbs., maximum load 16,000 lbs.; 30mm gun
F-15E	USAF	Multirole aircraft; priority to air-to-ground; also has an excellent platform for computed air-to-ground delivery; supersonic; maximum load 24,000 lbs.
F-16*	USAF, AFRES, ANG	Multirole aircraft; complements the F-15 in an air-to-air role; most accurate ground delivery system in the inventory; supersonic; typical load 6,000 lbs., maximum load 10,500 lbs.
F-18*	USN, USMC	Multirole fighter; wide variety of air-to-surface weapons; typical load 7,000 lbs., maximum load 17,000 lbs.; 20mm gun and air-to-air missiles
AC-130*	USAF, AFRES, ANG	Specialized CAS and/or RACO aircraft, propeller driven, two models. The A model is equipped with two 7.62mm miniguns. The H model is similar, except it has no 7.62 miniguns and one of the 40mm guns is replaced with a 105mm howitzer. Both models have ad

* Aircraft with FM communications

NOTE: Typical load is average load for typical support mission; maximum load is the amount the aircraft can carry in an ideal situation

AFRES - Air Force Reserve	USMC - United States Marine Corps
ANG - Air National Guard	USN - United States Navy
RACO - Rear Area Combat Operations	VTOL - Vertical Takeoffand Landing

AIR-GROUND INTEGRATION

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1st Battalion
77th Armored Regiment
STEEL TIGERS!

Capabilities

- Terrain Independent Maneuver
- Speed
- Enhanced Optics
- Long-range Direct Fire Capability

Limitations

- Degraded Limited Visibility Operations
- Limited Station Time
- Cannot Hold Terrain
- Class III and Class V Requirements

MISSIONS

ATTACK / CAV

- Deliberate Attack
- Hasty Attack
- Movement to Contact
- Reconnaissance Operations
- Security Operations

UTILITY

- Air Assault Operations
- Air Movement Operations

OTHER

- Casualty Evacuation
- Downed Aircraft Recovery
- Electronic Warfare
- C3I
- Resupply

PLANNING

- Planners must consider and understand time/space relationships and aircraft capabilities early in the planning process (planning factors)
- Aviation units are capable of rapid maneuver; however, they plan as “slowly” as everyone else. Avoid use of aviation assets as 911 force.
- All attack missions are developed around Engagements Areas
- Security and Reconnaissance missions are similar to ground maneuver
- Air Assault missions also planned in detail. Requires substantial lead-time.

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AIR-GROUND INTEGRATION

Operation Joint Guardian

STEEL TIGERS!

	Max Speed (knts)	Cruise Speed (knts)	Fuel Cap (gal)	Consumption (gal/hr)	Endurance (hrs)	Range (miles)	Aux Fuel Systems	Aux Fuel Cap	Aux Consumption	Aux Endurance (hrs)	Aux Range	Max Gross Weight	Slingload Speed	Seats in ACL	Seats out ACVL	Litter Evac	Ambulatory Evac
AH - 64	197	120	375	160	2.3	260	2 ERFS	230	170	2	440	17,500	N/A	N/A	N/A	N/A	N/A
OH-58D	120	80	75	30	1.8	180	N/A	N/A	N/A	N/A	N/A	5,500	N/A	1	3	N/A	N/A
CH-47D	170	120	1047	400	2.5	345	4 tanks	2400	430	5-6	810	50,000	80-120	33	50	24	31
UH-60L	193	120	360	150	2.5	300	2 ERFS	460	155	5-6	425	22,000	80-100	11	22	6	7

OH-58D Capabilities

	Range	Capability	Remarks
.50 Cal MG	2000 m	500 rds max	Anti-Personnel
2.75" Rocket	9 km	14 max	WP / HE / Multipurpose Illum / Smoke
HELLFIRE	8 km	4 max	Laser guided anti-armor
STINGER	8+ km	4 max	Heat-seeking air-to-air

Active Defense
- Radar Warning Receiver AN/APR 39
- Infrared Jammer AN/ALQ 144A

Passive Defense
- Paint (IR Suppressive)
- Reduced Noise
- Exhaust Suppression

AH-64 Capabilities

	Range	Capability	Remarks
30 mm Cannon	4000 m	2" Armor pen.	14 m Burst Anti-Personnel
2.75" Rocket	9 km	<38	WP / HE / Multipurpose Illum / Smoke
HELLFIRE	8 km	4 max	Laser guided anti-armor

Active Defense
- Radar Warning Receiver AN/APR 39
- Infrared Jammer AN/ALQ 144A
- Radar Jamming AN/ALQ 136
- Decoy M130 Chaff Dispenser

Passive Defense
- Paint (IR Suppressive)
- Canopy (Limited Glare)
- Exhaust Suppression

INTELLIGENCE PREPARATION OF THE BATTLEFIELD

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1st Battalion
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1. Define the Battlefield Environment:

A. ID Significant Characteristics of the Environment
B. ID Limits of the Area of Operations and Battlespace
C. Establish Limits of Areas of Interest
D. ID Amount of Detail Required and Feasible Within the Time Available
E. Evaluate Existing Data and ID Intel Gaps
F. Collect Material and Data Required to Complete the IPB

2. Describe the Battlefield Effects:

A. Analyze the Battlefield Environment:
1. Terrain:
a) Obstacles:
- Existing and reinforcing
- Go; slow go; no go terrain
b) Avenues of Approach:
- Mobility corridors 1 level down
- Air avenues (fixed and rotary)
- Dismounted approaches
c) Key & Decisive Terrain
d) Observations/Fields of Fire
- Engagement areas and fire sacks
- IV lines and line of sight
e) Cover and Concealment
2. Weather:
a) Visibility
b) Mobility
c) Survivability
3. Geography:
a) Politics
b) Civilian Press
c) Demographics

3. Evaluate the Threat

A. Update or Create Threat Models
B. Doctrinal Templates
C. Identify HVTs (High Value Targets)

4. Determine Threat COAs

A. Identify the Threat's Likely Objective
B. Identify the Full Set of COAs Available
C. Evaluate and Prioritize Each COA
D. Develop COA (by priority)

INTELLIGENCE PREPARATION OF THE BATTLEFIELD

IPB PROVIDES THE COMMANDER WITH....

OFFENSIVE IPB:

- Location of existing and reinforcing obstacles
- Enemy positions and orientations
- Enemy intent, based on his dispositions
- Avenues of Approach to exploit enemy weaknesses
- Likely COA for employment of enemy reserves, counterattacking forces, and CS assets

DEFENSIVE IPB:

- Determine priority and secondary Avenues of Approach and mobility corridors
- Determine key and decisive terrain
- Determine, from enemy's point of view:
  - + Maneuver space
  - + Trafficability
  - + Cover and Concealment
  - + Obstacles and Fields of Fire
  - + Key and Decisive Terrain
  - + Limited Visibility Effects
  - + Enemy Air Avenues of Approach
- Determine possible and probably enemy COAs
- Develop NAIs and TAIs

COMMANDER'S CRITICAL INFORMATION REQUIREMENTS (CCIR)

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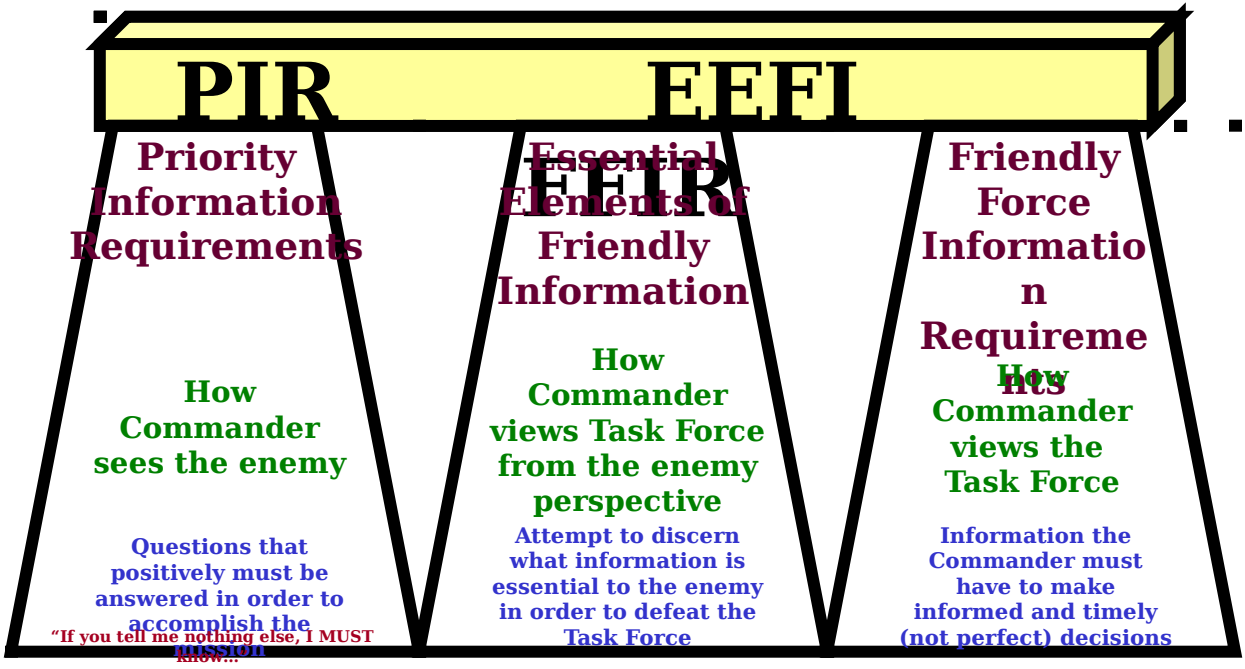
PIR
EEFI
FFIR
Priority Information Requirements
How Commander sees the enemy
Questions that positively must be answered in order to accomplish the MISSION
"If you tell me nothing else, I MUST know..."
Essential Elements of Friendly Information
How Commander views Task Force from the enemy perspective
Attempt to discern what information is essential to the enemy in order to defeat the Task Force
Friendly Force Information Requirements
How Commander views the Task Force
Information the Commander must have to make informed and timely (not perfect) decisions

STANDING CCIRs

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77th Armored Regiment

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COMMANDER'S STANDING CCIRs

1. What are the enemy's actions and what will his actions be in the next 12-24 hours?
2. What are we doing right now (close, deep, rear, reserve, security) and in the next 12-24 hours?
3. Where is the enemy vulnerable now and in the next 12-24 hours?
4. Where are we vulnerable now and in the next 12-24 hours?
5. What is the situation on our flanks?
6. What changes to the plan do we need to make to accomplish the mission?
7. Do we need to change the current commander's intent?
8. Do you have any recommendations for the TF Commander?

TACTICAL ROADMARCH CCIRs

PIRs
- Where will the enemy be likely to ambush a march unit?
- Where will the enemy use aircraft to engage a column?
- Where will the enemy establish obstacles?

EEFIs
- Time and location of SPs, RPs, routes, AAs, and attack positions
- Location/disposition of CPs
- Location/disposition of Retrans
- TF plays/combat drills

FFIRs
- Loss of communications with a Company-sized unit for over 30 minutes
- Loss of 30% task force combat power
- Loss of Retrans
- Location/disposition of CPs
- Change in status of primary/alternate routes
- Number of Stinger rounds remaining

MOVEMENT TO CONTACT CCIRs

PIRs
- Will the enemy attach in advance guard formation?
- What is the mission of the AGMB?
- Where will the enemy establish possible hasty defensive positions?
- Where will the enemy attempt to fix/flank us?
- How will he use his FSD?
- Where will the enemy employ situational obstacles? (FASCAM, CHEM)
- Where is the trail echelon and where will he attack?
- Where is the enemy RSTA assets?
- What is the location/disposition of the RAG/DAG?
- Where will the enemy use chemical weapons?

EEFIs
- Location/disposition of TF advance guard/lead Company
- Location/disposition of mortar section
- Location/disposition of CPs/TAAs
- Location/disposition of TF reserve/trail Company
- Location/disposition of Retrans/scouts
- TF plays/combat drills

STANDING CCIRs

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EEFIs

- Location of TF zone of penetration
- Location/disposition of TF main effort
- Location/disposition of mortar elements
- Location/disposition of CPs
- Location/disposition of TF reserve
- Location/disposition of Retrans
- TF plays/combat drills
- TF Mission and objective(s)
- TF LD timeline
- Location of Scouts/COLT Team and surveillance assets
- Time and target of deep attack
- Change of mission or receipt of WARNO/FRAGO
- Location and time of Decon

DELIBERATE ATTACK CCIRs

PIRs

- Where are the enemy obstacles at the zone of penetration?
- What is the enemy's mission and intent?
- What is his composition and disposition
- What is his level of defensive preparedness?
- Where are his Air Defense assets
- Where will the enemy employ FASCAM minefields and type of mines used?
- What is the enemy threat to the Rear Area?
- Where are the enemy defensive positions?
- Where are the exploitable gaps in the enemy's defense?
- Where are the enemy's hide positions?
- Where is the CAR/AT-5 reserve and what CATK routes will he use?
- Where will the enemy use P-Chem?
- Where are the enemy recon assets? When and where will he

FFIRs

- Loss of 30% task force combat power
- Loss of mortar section
- Loss of Retrans
- Loss of Mech/Armor Co/Tm
- Loss of breach assets (plow, MICLIC, AVLB, EN Sq
- Loss of contact with adjacent units
- Execution of FASCAM minefield
- Loss of contact with enemy maneuver company or
- Company size unit ammunition status Black
- Battalion OR rate drops below 75%
- Loss of Class III or V asset
- Loss of communication with higher
- Change in status of Scouts/recon assets
- Change in status of breaching assets
- Number of Stinger rounds remaining

STANDING CCIRs

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PIRs

- Where are the enemy recon assets? When and where will he deploy them?
- What is the enemy's mission and intent?
- What is his composition and disposition?
- Where are his ADA assets?
- Where will the enemy employ FASCAM minefields and type of mines used?
- What is the enemy threat to the Rear Area?
- Where will the enemy use chemical weapons?
- What is the location of enemy air assault LZs and which avenues of approach will enemy dismounted infantry use?
- Where is the MSD, CRP, advance guard/forward detachment/enveloping attachment and along which route has he committed himself?
- Where is the main body and along which route has he committed himself?
- Where is the trail echelon and along which route has he committed himself?
- Where is the reserve and where will he attack?
- What is the location/disposition of his artillery?

FFIRs

- Loss of 30% task force combat power
- Loss of mortar section
- Change in status of recon assets
- Change in status of survivability assets
- Change in status of countermobility asse
- Inability to complete TF obstacle plan
- Status of obstacles and fighting position
- Loss of a Q36/37 radar
- Loss of a company size maneuver eleme
- Log/Maint/Per status of maneuver Comp
- Loss of Scouts or surveillance equipmen
- Flank unit SITREP
- Class V status
- Loss of retrans system
- Loss of communications with higher
- Number of Stinger rounds remaining

EEFIs

- Location of TF engagement areas
- TF mission and objectives
- Center of mass and composition of friendly BPs
- Location of Scouts/COLTs and surveillance assets
- MSRs and LRPs
- Time and location of fired FASCAM minefields
- Location and time of Decon
- Change of mission or receipt of WARNO/OPORD
- Location of CLS IV/V points
- Location/disposition of mortar elements
- Location/disposition of CPs
- Location/disposition of TF reserve
- TF plays/combat drills

DEFENSIVE CCIRs

COMMANDER'S CRITICAL INFORMATION REQUIREMENTS (CCIR)

Operation Joint Guardian

CCIR

- Decisions Commander needs to make that deviate from plan (e.g. Initiate a breach, sequel)
  - + When the plan become no longer valid
- Combination between:
  - + Friendly situation
    - ~ EEFI: About your capabilities you need to protect
    - ~ FFIR: About your capabilities you need to know
  - + Enemy situation
    - ~ Enemy info is PIR
  - + Terrain
- If you must make a decision, make sure you know all information
- Not everything is a CCIR or IR
  - + They have to relate to a Decision Point
- If fight is within context of the plan, then no decision is necessary
- PIRs are statements (answers)
  - + What answers the key question
- Less than 7 thing
  - + Put on all mapboards, in front of everybody

ASK THESE QUESTIONS

(once you've determined IR, EEFI, FFIR)

IF….[circumstances invalidating plan, enemy]
AND….[friendly circumstances]
THEN….[contingency plan

R & S PLANNING

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STEEL TIGERS!

PLAN SHOULD INCLUDE...

MANEUVER UNITS
- # and location of OPs required, or sectors requiring surveillance
- Ambush requirements with location and effective times
- Reaction force requirements
- Obstacles to be protected
- Patrol requirements, with routs, objectives, time

GSRs
- Locations, sectors, schedules, and sector/support requirement
- Day missions
- Subsequent missions
- CS and CSS support

REMOTE SENSORS:
Location and emplacement responsibilities

SCOUTS
- Specific mission (route, zone, or area recon)
- Screen location, contact points with adjacent unit, and time to be established
- Attachments, with effective time and reporting locations
- Subsequent missions
- CS and CSS support

COORDINATING INSTRUCTIONS
- Passage instructions, include recognition signals, routes, passage points, and responsible party
- Must use the event template to develop R&S plan
- Develop early in planning process
- Task by NAI, not asset
- Task to destroy (TAI), if required
- List all HPTs in PIR, R&S obstacle plans, and Fire Support plan
- Always cover OPFOR decision points with TAIs
- Ask Brigade to cover NAIs we can't
- Rehears the R&S plan (Can be radio)
- Issue FRAGO at Change-of-Mission to get next R&S effort

COUNTER-RECONNAISSANCE

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77th Armored Regiment

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TASKS

- ID the recon threat and predict its employment
- ID assets available to the TF to conduct and support counter-recon
- ID, locate, and destroy enemy recon
  - \+ Unity of command in Counter-recon sector
  - \+ **Lookers**: locate and hand-off (Scouts)
  - \+ **Killers**: Destroy (maneuver force)

* Counter-recon Force HQ = Commander of Killing force

ASSETS

- Scouts
- Maneuver Teams
- Mortars
- Field Artillery
- Logistics (Recovery / CASEVAC)
- Engineers
- GSR (Other EW assets)
- Air Defense
- Patrols (in depth)
- Aviation (DRT Sweeps)

PLAN

- Fire support plan specific to counter-recon mission
- R&S graphics / routes / OPs / LOCs / dismount points
- No Fire Areas (NFAs)
- Retrans
- Routes or sectors for rearward displacement
- Repositioning plan
- Plan for his MBA mission
- Rehearsal
- Quick fire net
- Disengagement criteria
- Obstacle plan for FISTS
- LOGPAC
- Location of FAS, additional MED assets

COLT EMPLOYMENT

Operation Joint Guardian

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77th Armored Regiment

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GROUND VEHICLE LASER LOCATOR DESIGNATOR (G/VLLD) CAPABILITIES:

1. Can lase moving targets 3,000 meters, stationary targets 5,000 meters
2. Can lase for direction and distance out to 10,000 meters
3. Observer must be within 800 mils left or right of gun-target line to designate for Copperhead
4. Requires uninterrupted line of sight from observer to target and from target to round in flight
5. Can designate with nightsight for Copperhead through limited smoke, dust, and rain
6. Can provide directional (azimuth to target) input only when mounted in the FIST-V, limited to M2 compass when dismounted

RESPONSIBILITIES:

- Brigade FSO / FSNCO
  - + Determine how COLTs can best b used to support the Brigade Plan (Deep and Close fight)
  - + Assign COLTs to acquire and attack HPTs
  - + Develop COLT security plan (movement and repositioning)
  - + Coordinate COLT emplacement of FASCAM with ABE
  - + Coordinate with Brigade SIGO and DS Artillery BN for Commo/RETRANS
  - + Develop COLT fire support execution matrix (triggers, movement, disengagement criteria, follow-on
  - + Ensure artillery is in position to support COLT missions
  - + FSCOORD approves COLT emplacement plan
  - + Supervise execution of plan
- Targeting Team
  - + Wargame to battle; develop HPTs
  - + Task COLTs to collect intel at specified NAIs, if necessary
  - + Develop observation plan based on terrain analysis and IPB
  - + Deconflict Ops with other Brigade assets
  - + Plan link-up with TF and checkpoints; reporting procedures , and C2 relationships
  - + Determine intel reporting (SALT) and fire mission procedures to acquire and attack HPTs
  - + Determine follow-on COLT missions

COLT EMPLOYMENT (cont.)

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

PLANNING CONSIDERATIONS

1. COLTs are a Brigade asset to acquire and attack Brigade deep Targets
2. Task organized based on METT-T to support the Commander's Intent
3. Employment plan is developed by the Brigade targeting team during the wargame process
4. COLTs are positioned to best support scheme of maneuver and observe assigned EAs, NAIs, or TAIs
5. Brigade S3, S2, and FSO determine OP plan based on terrain analysis (visibility, trafficabilty, survivability, a
6. Consider capabilities of G/VLLS
7. Consider follow-on missions and positions (disengagement criteria, other missions, hide positions)
8. Plan for evacuation of casualties and extraction of compromised teams
9. Develop a redundant observer and communication plan

C2 CONSIDERATIONS: COLTs may be employed by the Brigade or allocated to fire fo

- Brigade Control
  - + Work for Brigade Commander / FSO
  - + Attached to designated Scout Platoon for deployment, security, logistics, and intel reporting
  - + Submits intel reports to Scout Platoon Leader on Scout internal frequency
  - + Forwards preplanned missions to FA BN FDC on Brigade CFF
  - + Targets of opportunity fire missions to Brigade FSE for approval on Brigade CFF
  - + Receives taskings from Brigade S2 (Intel) and Brigade FSO (targets)
- Task Force Control
  - + May be attached to TF for certain missions (e.g. weigh the Main Effort)
  - + Receive missions from designated TF Commander

COMPROMISED COLT OPTIONS

1. Move to coordinated rally point, then PZ for air extraction
2. Destroy equipment, evade and exfiltrate by foot
3. Move to coordinated point for link-up with maneuver forces
4. Friendly unit(s) attack to link up with/extract COLTs

COLT EMPLOYMENT (cont.)

Operation Joint Guardian

1st Battalion
77th Armored Regiment

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COMPROMISED COLT OPTIONS

1. Move to coordinated rally point, then PZ for air extraction
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SERVICE SUPPORT

1. Every COLT Team will have at least one Combat Lifesaver
2. Deploy with 48 hours of supply
3. Brigade FSE coordinates:
   + Rally Points and PZs for extraction plan of COLTs with S3
   + Medical Evacuation Plan with S3/Air or supporting TF
4. Brigade S3 tasks TF for COLT extraction contingency
5. Allow adequate time for briefings, rehearsals, and prep
6. COLT chief establishes cache point 200-400 meters form the PZ during air insertions

ORGANIZATION

- 1 M981 FIST-V w/G/VLLD
- 6 COLTs in Heavy Brigade
- 3 COLTs in Light Brigade
- 3-man Team
  + SGT Team Chief
  + Fire Support specialist
  + Driver/RATELO

3 RADIO NETS

- Maneuver Bn/TF Fire Support NET
- Maneuver Brigade Fire Support NET
- Maneuver Bn/TF Mortar Fire Direction NET

OPFOR DEFENSE

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77th Armored Regiment
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DIVISION/REGIMENTAL RECON: (4 BMP, 4 BRDM, 1 GSR, 3 BRDM (ENG/CHEM), 6 DRTs)
TASK: Provide early warning, direct artillery, pass on locations of enemy to TOC and security zone
PURPOSE: Develop situation for security zone

SECURITY ZONE: (3 T-80s, 5-8 BMPs)
TASK: Screen MRBs frontage in order to locate and engage enemy scouts
PURPOSE: Prevent penetration of scouts and deny enemy intelligence on MDB

CSOP (COMBAT SECURITY OUTPOST): (2-3 BMPs. Can have 1 CSOP per MRC)
TASK: Emplace 3-5 kms from NDB. Destroy and disrupt lead elements
PURPOSE: Provide intelligence to MDB. Create the conditions for MRB's success

INFANTRY: (100 to 300 dismounts with 3-6 AT-5s)
TASK: Employed on flanks and choke points. Engage and destroy enemy forces
PURPOSE: Force enemy elements from the flanks and high ground into the kill zone

MAIN DEFENSIVE BELT (MDB): 3 MRCs each with 3 T-80s, 5-8 BMPs)
TASK: 3-5 km frontage for a MRB. Destruction of 1st echelon battalion or deny penetration
PURPOSE: Temporary state necessary to gain the initiative to go on the offensive

MRB RESERVE or AT RESERVE: (1 T-80, 3 BMPs, up to 3 AT-5s, 2 MT-12s)
TASK: Maneuver by fire to respond to destruction of a MRP or enemy has initiated breach
PURPOSE: Block and prevent enemy penetration

COMBINED ARMS RESERVE (CAR): (3 T-80s, 8 BMPs, 6 BRDMs w/ AT-5s, 4 HIND-Ds, 1 MOD (BMP w 6-8 sappers, M101 w/ 600 AT mines)
TASK: Maneuver by fire to respond to penetration of a battle position
PURPOSE: Destruction of any enemy penetration to protect the MRR flank

OPFOR DEFENSE (cont.)

Operation Joint Guardian

ARTILLERY: RAG (18 2S1s, 18 2S3s); DAG (36 2S5s, 18 BM-21s)
RAG 1-3 kms behind NDB, DAG 4-6 kms behind MDB
TASK: Annihilation, destruction, neutralization, or harassment
PURPOSE: Attrit and delay enemy forces to allow direct fire systems to engage

PATROLS / AMBUSH: (6-10 dismounts or 1 T-80)
TASK: Prevent breach of obstacles, destruction of enemy recon penetrations
PURPOSE: Disrupt enemy plan by causing them to deploy and react

SPECIAL MUNITIONS

FASCAM: 1-2 missions (200m x 800m)
TASK: Reseed obstacle or shape battlefield
PURPOSE: Prevent penetration of MDB and force enemy into kill sack / seed a choke point

PERSISTENT: 1-3 missions; 1500m diameter
TASK: Shape battlefield by forcing enemy from flanks, deny a mobility corridor / choke point
PURPOSE: Conservation of forces and force enemy into kill sack

NON-PERSISTENT: 1-6 missions; 300m diameter
TASK: Delay, deploy enemy early; early attrition of enemy
PURPOSE: Reducing combat effectiveness and slowing momentum of enemy advance

OPFOR OFFENSE

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

DIVISION RECON: (up to 3 T-80s, 4 BMPs, 4 BRDMs, 1 BRDM (GSR), 6 DRTs)
TASK: Conduct aggressive reconnaissance of the division's sector on enemy forces and terrain
PURPOSE: Provide the division the necessary intelligence to locate and destroy forces in sector

24 HOURS

REGIMENTAL RECON: (4 BMPs, 4 BRDMs, 1 BRDM (GSR), 3 BRDM (CHEM/ENG))
TASK: Confirm or deny division reconnaissance
PURPOSE: Provide the necessary intelligence to deploy the regiment to ensure destruction of enemy forces

6 - 12 HOURS

COMBAT RECONNAISSANCE PATROL (CRP): 3 BMPs, 1 BRDM (ENG), 1 BRDM (CHEM))
TASK: Aggressively attack any force blocking its route and provide intelligence to the FSE. Report enemy contact and disrupt enemy momentum
PURPOSE: Allow the FSE time to maneuver to fix enemy force

15 - 30 MINUTES

FORWARD SECURITY ELEMENT (FSE): 3 T-80s, 10 BMPs, 3 AT-5s, 8 120mm Mortars, 6 2S1s, 2 BRDM (ENG), 2 BRDM (CHEM))
TASK: Fix lead elements of enemy force. If enemy is defending, then fix enemy flank
PURPOSE: Allow the AGMB time to maneuver and destroy or bypass the enemy force

20 - 30 MINUTES

ADVANCE GUARD MAIN BODY (AGMB): 27 BMPs, 9 T-80s, 3 AT-5s, 18 2S1s, 3 BRDMs w/ AT-5s)
TASK: Close on enemy forces creating an envelopment or double envelopment to defeat the enemy unless force is overwhelming in size
PURPOSE: Ensure uninterrupted advance of the regimental main body, overcoming enemy security/reconnaissance force

1st Battalion
77th Armored Regiment

FORCE RATIOS

Operation Joint Guardian

STEEL TIGERS!

Infantry Battalion Unit Equivalents (UEs)				
US Infantry BNs			Krasnovian Infantry BNs	
TYPE	UE		TYPE	UE
M2 BN	1		BTR-50 BN	0.35
M113 BN	0.71		BTR-60 BN	0.41
Infantry BN	0.48		BTR-70 BN	0.6
Airborne BN	0.73		BTR-80 BN	0.61
AASLT BN	0.7		BMP-1 BN	0.65
Armored Cav Sqdn	0.85		BMP-2 BN	0.7
			BMP-3 BN	0.77
			Infantry BN	0.42
			Airborne BN	0.51
			AASLT BN	0.41
			Recon BN	0.38
			Anti-Tank BN	0.4
			A-T BN (IMRB/AT Regt)	0.45
			A-T BN (A-T Bde)	0.49
			A-T BN (Div)	0.21

Attack Helicopter Battalion Unit Equivalents (UEs)				
US ATK Helicopter BNs			Krasnovian ATK Hel. BNs	
TYPE	UE		TYPE	UE
AH-64 BN	2.81		HIND-D BN	1.9
AH-1 BN	2.05		HOKUM BN	2.7
Air Cav Sqdn	0.91		HAVOC BN	2.65
			HINDE-E BN	2.05

Tank Battalion Unit Equivalents (UEs)				
US Tank BNs			Krasnovian Tank BNs	
TYPE	UE		TYPE	UE
M1A1 BN	1.19		TANK BN / MRR (40)	
M1A2 BN	1.21		T-55	0.34
			T-62	0.38
			T-64	0.58
			T-72	0.58
			T-80	0.77
			TANK BN / TR (31)	
			T-55	0.27
			T-62	0.3
			T-64	0.5
			T-72	0.51
			T-80	64
			IND. TANK BN (51)	
			T-55	0.44
			T-62	0.49
			T-64	0.82
			T-72	0.83
			T-80	1.05

FORCE RATIOS (cont.)

Operation Joint Guardian

Artillery Battalion Unit Equivalents (UEs)				
US Artillery BNs			Krasnovian Artillery BNs	
TYPE	UE		TYPE	UE
M102 BN	0.8		D30 BN	0.63
M119 BN	0.8		2S1 BN	0.71
M109A3 BN	0.9		2S9 BN	0.42
M109A6 BN	1		M46 BN	0.78
M198 BN (3x8)	1.02		Composite BN	1.4
MLRS BN	4.6		D20 BN	0.77
MLRS BTY	1.5		D20 BN (24)	0.83
ATACMS B-1 BN	7.5		D20 BN (18)	0.63
ATACMS B-1 BTY	2.5		2S3 BN	0.85
ATACMS B-2 BN	8.8		2S5 BN	0.88
ATACMS B-2 BTY	2.9		2A36 BN	0.86
			2A65 BN	0.84
			2S7 BN (12)	0.68
			2S7 BN (24)	1.36
			2S7 BN (18)	1.02
			2S19 BN	0.9
			2S23 BN	0.85
			BM-21 BN	2.94
			BM-21 V BN	0.98
			BM-24 BN (12)	1.6
			9A52 BN (SMERCH)	4.5
			BM-22 BN	3.5
			2S4 BN (12)	0.45
			M240 BN (12)	0.4
			FROG BN (4)	0.22
			SCUD	0.8
			SS-21 BN (4)	0.6
			SS-1C (SCUD-B)	0.4

Air Defense Battalion Unit Equivalents (UEs)				
US Air Defense BNs			Krasnovian ADA BNs	
TYPE	UE		TYPE	UE
ADA BN	0.21		SA-6 BN	0.11
Hawk BN	0.16		SA-8 BN	0.13
I-Hawk BN	0.19		S-60 BN	0.34
Patriot BN	0.59		SA-4 BN	0.46
			SA-11 BN	0.54
			SA-12 BN	0.5
			SA-17 BN	0.76

FRIENDLY MISSION	FRIENDLY : ENEMY	POSITION
DELAY	1 : 6	
DEFEND	1 : 3	Prepared or Fortified
DEFEND	1 : 2.5	Hasty
ATTACK	3 : 1	Prepared or Fortified
ATTACK	2.5 : 1	Hasty
COUNTERATTACK	1 : 1	Flank

XO

(1 of 2)

Operation Joint Guardian

PRIMARY XO DUTIES

- Establishing staff operating procedures
- Ensuring the commander and the staff are informed on matters affecting the command
- Assembling and supervising the staff during the decision-making process ensuring a coordinate, synchronized plan
- Establishing timelines (1/3 – 2/3)
- Establishing the required liaison
- Ensuring information flow between the staff and commander on staff recommendations and the commander's decisions
- Representing the commander (when required) and supervising the main CP and its operations
- Monitoring the overall battle and supervising planning of future operations
- Directing the staff
- Displacing the main CP
- Enforcing standing operating procedures
- Deployment and readiness of the battalion
- Serving as the materiel readiness officer and supervising unit status reporting
- Providing for battalion logistical support

WHAT THE XO NEEDS TO KNOW FROM THE BATTALION COMMANDER:

- How the battalion commander plans to use him
- Responsibilities in TOC operations
- What his relationship is with the S3
- Decision-making authority for the commander / command structure
- Commander's intent and guidance
- Command philosophy

WHAT THE BATTALION COMMANDER NEEDS TO KNOW FROM THE XO:

- Operating policies and procedures
- Staff coordinated recommendations
- Current status of CBT, CS, and CSS assets within the task force
- Status of available resources
- Operating budget
- Unit Status Report
- Materiel readiness

XO

(2 of 2)

Operation Joint Guardian

PLANNING

- Ensures staff responsibilities and tasks are clearly assigned and IAW capabilities
- Enforces standing operating procedures and policies
- Services as the task master
- Prepares and enforces the time schedule
- Ensures staff coordination is affected through briefbacks, rehearsals, and frequent commo
- Ensures tactical plans are logistically supportable
- Prepares to assume command (if required)
- Ensures tactical plans contain sufficient detail
- Reviews (with the BICC) the area of operations and the area of interest to ensure thorough understanding of the TF's mission
- Analyzes acceptable levels of risk
  - + Does the superior commander specify a risk he is willing to accept to accomplish the mission?
  - + Can an acceptable level of risk be deduced from analysis of the higher headquarters' mission?
- Analyzes planning and preparation time
  - + Computes amount of time available from time of execution to receipt of mission
  - + Estimates the total time required for the commander and the staff to gather information, process it, make a decision, and produce and issue the order
  - + Computes, by reverse planning, the amount of time available to move the unit to the point of execution and to conduct rehearsals
  - + Ensures adequate time is available for subordinate leaders to conduct troop leading procedures
  - + Records the results of the tie analysis by assigning times to tasks that must be accomplished
- Develops (with the S3 or the Assistant S3) the restated mission for the commander's approval
  - + Are only the tasks essential to the mission contained in the restated mission?
  - + Is the purpose in agreement with the higher commander's purpose?
- After receiving the commander's guidance and intent, directs the staff in the decision-making process, e.g. COA development, wargaming
- Develops a detailed timeline
- Ensures all staff and special staff are involved in the mission analysis

TOC PURPOSES (HIC)

Operation Joint Guardian

Receive Information

- Receive messages, reports, and orders from subordinate units and higher headquarters
- Monitor tactical situation
- Maintain a journal of all significant activities and reports
- Maintain and update unit locations and activities
- Monitor enemy situation
- Maintain a status of critical classes of supplies

Distribute Information

- Submit reports to higher headquarters
- Serve as a communications relay between units
- Publish orders and instructions
- Process and distribute information to appropriate units of staff sections

Analyze Information

- Consolidate reports
- Anticipate events and activities, taking appropriate actions as required
- Conduct predictive analysis based on the tactical situation
- Identify information that relates to the commander's critical information requirements (CCIR)
- Conduct the MDMP
- Identify the need to execute contingency plans based on the current situation

Recommend

- Submit recommendations to the commander based on information available and analysis conducted

Integrate Resources

- Coordinate the integration of combat multipliers

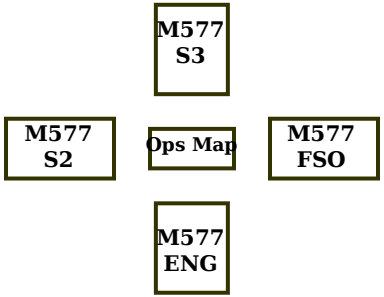
Synchronize Resources

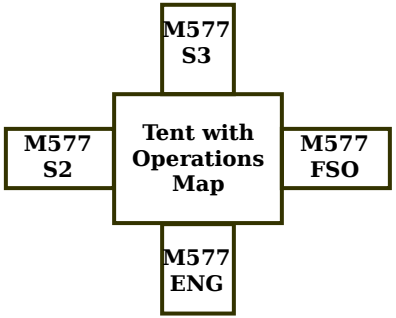
- Coordinate the synchronization of combat multipliers

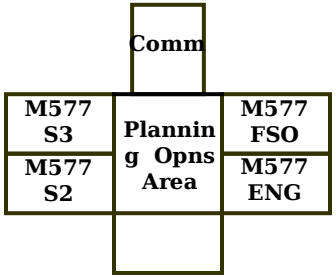
TOC LAYOUT (HIC)

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!







Red (Hot) TOC

- Configuration used most during offensive operations, when contact with the enemy is immanent
- All equipment stored in vehicles and trailers
- C2 vehicles are normally backed up to each other and ramps are lowers
- Ops map is placed between the vehicles so that the battlestaff can monitor the tactical situation and

Yellow (Warm) TOC

- Configuration used most during defensive operations when contact with enemy is likely or displacement is expected
- All equipment is packed with the exception of one tent
- Tent contains the updated operations map and charts required to track the battle
- TOC in this configuration can be dismantled and moved in a short amount of time

Green (Cold) TOC

- TOC set up in its entirely
- Normally set up during the planning process and when rapid displacement is not expected

TOC CONSIDERATIONS

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

TOC Set-Up Considerations

- Consider the type of your mission (high-intensity combat, peace support operations, etc.)
- Configure your TOC in a manner that does not segregate staff sections
- Ensure the TOC is kept in a high state of organization
- Consider segregating the briefing and operations areas (this alleviates unnecessary traffic and disorganization)
- Keep the XO and Battle Captain centrally located in the TOC
- Consider where nontraditional sections (Civil Affairs, PSYOPS) will be positioned in your TOC if they are assigned to you

TOC Positioning Considerations

- Your TOC should be located on ground that is trafficable, even in poor weather
- The area around the TOC should be large enough to contain all vehicles
- Ensure line-of-sight communications with higher, lower, and adjacent units
- Avoid redundancy of communications
- Mask signals from the enemy
- Use terrain for passive security (cover and concealment)
- Co-locate with tactical units for mutual support and local security
- Avoid possible enemy TRPs for enemy artillery or CAS
- Locate the TOC near an existing road network out of sight form possible enemy observation. Subordinate commanders and LNOs must be able to find it

PSO TOC (KOSOVO) Standards

- No TV, videos, games, recreational or newspaper reading
- Acceptable activity during “slow” time: Area Improvement, Area Police, Weapon Maintenance, Professional Reading
- TOC will be kept in a high state of police at all times
- OIC and NCOIC will maintain situation awareness at all times
- OIC/NCOIC will ensure TOC is called to attention when higher-ranking officers or at ease when higher-ranking NCOs enter the area; OIC/NCOIC will report to the visitor, enquire if he can be of assistance and be prepared to brief on the situation and current and future operations
- No meals will be consumed in the TOC/Command Group area. Light snacks are permitted
- Duty uniform for TOC/CP personnel is BDUs. Personnel will keep their blouses on at all times. Weapons will either be worn (9mm) or remain under observation in the TOC/CP (M4/M16/etc.)

TOC DUTIES & RESPONSIBILITIES (HIC)

Operation Joint Guardian

(1 of 6)

1st Battalion
77th Armored Regiment

STEEL TIGERS!

S3 (Operations and Training Officer)

- Responsible for planning, organizing the force and coordinating combat operations of the battalion and attached/OPCON units, and for coordinating with combat support units
- Coordinates with the S2, FSO, and other combat support planners in preparing the Task Force order
- Responsible for integrating combat support (engineer operations, ADA, indirect fires, CAS, EW, Army aviation, and C3CM) into the TF operations
- Assists the commander in fighting the ongoing battle
- During the battle, the S3 will be part of the Tactical command post operating forward with the commander

S3 Air

- Principal assistant to the S3
- As the battalion link to the Army airspace command and control system, he coordinates use of battalion airspace and the employment of air support with the FSO (FSCOORD), and tactical air control party (TACP), and the aviation liaison officer, as well as the air defense section or platoon leader
- Responsible for collecting all staff annexes and producing completed OPORDs, WARNOs, and FRAGOs
- Assistant TOC OIC
- Ensures smooth and efficient TOC operations
- Responsible for the physical layout of the TOC
- Ensures that the TOC maintains continuous communications with higher and subordinate units
- Maintains constant tactical situational awareness at all times
- Controls current operations as Dayshift OIC / Battle Captain, duties include:
  - + Supervises overall TOC operations
  - + Ensures continuous TOC operations, whether stationary or moving
  - + Ensures continuous communications with all required stations
  - + Processes essential information and ensures its distribution to all appropriate addressees
  - + Provides critical information to the Commander and the S3
  - + Ensures posting of current status on charts and situation maps
  - + Ensures smooth shift changeover
- Plans future operations as the “S3 Planner”
- JUMP TOC OIC. Performs duties of Jump TOC OIC during displacement

S3 Section

- Provides current battle information and necessary plans, orders, and overlays
- NCS for Task Force command net. Operates on higher headquarters command net
- Assists in TOC security as required
- Constructs the TF rehearsal terrain board

TOC DUTIES & RESPONSIBILITIES (HIC)

Operation Joint Guardian

(2 of 6)

1st Battalion
77th Armored Regiment

STEEL TIGERS!

S3 Plans Officer

- Responsible for moving the plans track and ensuring that planning continues during displacement
- Prepares plans and warning orders as required
- Plans future operations as "S3 Planner"
- Controls current operations as Nightshift OIC / Battle Captain

Radio-Telephone Operators (RTOs)

- Another good example of an underutilized soldier
- Monitoring the radios, receiving and recording reports
- Updating status charts as necessary
- Assisting in the publication of orders and graphics
- Assisting in the setting up and dismantling of the TOC
- Cleaning and preparing charts and overlays for the MDMP

Assistant S3 / LNO

- Performs duties as specified by the S3 / Battalion XO
- Coordinates passage of information with flank and higher headquarters
- Collocates with the Brigade planning cell during OPORD development to provide critical information to the task force battle staff, allowing parallel planning at the task force level
- Provides Brigade TOC with current Task Force orders and overlays and serves as the Task Force Commander's representatives in the Brigade TOC
- Locates in the Brigade TOC during the battle. Responsible for monitoring the TF Command Net and keeping the Brigade TOC informed of current slant and disposition
- Serves as a Battle Captain in the TOC as needed
- Assists in the command and control of the Task Force
- Controls current operations
- Monitors and tracks the battle in order to rapidly assume battle tracking the event of TOC displacement or loss of communications

Shift NCO duties

- Supervises all enlisted TOC personnel
- Ensures all preventive maintenance checks and services (PMCS) on vehicles, generators, and communications equipment are accomplished on schedule
- Keeps stoves, generators, light sets/lanterns, and vehicles operating
- Ensures TOC security is constant and adequate
- Ensures soldiers maintain themselves and their equipment to ensure mission accomplishment

TOC DUTIES & RESPONSIBILITIES (HIC)

Operation Joint Guardian

(3 of 6)

Operations NCO

- Generally the most underutilized individual in the TOC
- Seldom works inside the actual TOC
- Typically only only responsible for the logistics support, movement, and security of the TOC
- Ensuring reports and messages are distributed properly
- Update unit status's on maps and charts
- Supervising the publication of orders and graphics
- Supervising the setting up and dismantling of the TOC
- Supervising all enlisted personnel assigned to the S4 section
- Managing guard rosters, sleep plans, and shift schedules
- Assisting in developing and wargaming COAs during the MDMP
- Building the rehearsal/wargaming terrain model
- Responsible for the daily operations of the Task Force TOC
- Ensures that equipment service schedules are established for TOC equipment (vehicles, generators, radios, etc.) that PMCS is performed daily and that deficiencies are reported to the Operations SGM
- Ensures TOC maps and overlays are current and posted with the most current information
- Supervises and constructs the TF rehearsal terrain board
- Responsible for reproducing the Brigade operations graphics and TF operational graphics
- Responsible for the TF reproductions cell, making copies of the TF orders

Operations SGM

- In coordination with the SIGO, recons and selects TOC sites
- Establishes TOC internal layout and functions in coordination with the S3 (Air)
- Supervises overall TOC operations
- Supervises teardown, displacement and setup
- Develops TOC security plan in coordination with the S2 NCOIC
- Coordinates with HHC CDR for support
- Ensures the S3 section is fully informed on plans, preparation and scope of the field exercise or actual combat mission
- Ensures that all reports are received from subordinate units, compiled, posted, and forwarded to higher
- Monitors the maintenance of the duty log and ensures that proper logs are kept
- Maintains accountability for all TOC personnel and equipment to include attachments

TOC DUTIES & RESPONSIBILITIES (HIC)

Operation Joint Guardian

(4 of 6)

1st Battalion
77th Armored Regiment

STEEL TIGERS!

S2 (Intelligence Officer)

- Responsible for combat intelligence
- Organizes for continuous combat operations in coordination with the S3
- Coordinates input from the other staff officers
- During operations, he updates IPB and prepares and monitors reconnaissance and surveillance plans in conjunction with the S3
- Provides staff supervision over supporting intelligence organizations and requests additional support from brigade to support the commander's intelligence requirements

TIO (Tactical Intelligence Officer)

- Works under the supervision of the S2 and is part of the two-man battlefield information control center (BICC)
- Primary responsibility is to perform unit intelligence collection, processing, and disseminating actions as tasked by the S2

S2 Section

- Provides the current and probably enemy situation and assists with the employment of intelligence gathering assets
- Net Control Station (NCS) for Task Force Operations and Intelligence (O/I) net. Operates on the higher headquarters O/I net
- Receives Intel reports and keep TOC OIC informed of reporting status of subordinate units
- Forwards Intel reports to the Task Force via the Command net and to higher once the Intel is received and consolidated
- Ensures that available information is integrated into tactical planning
- Provides recommendations for reconnaissance, security, and GSR plans
- Assists in battlefield information gathering and analysis operations
- S2 NCOIC supervises the TOC security force in coordination with the S3 Operations SGM
- Coordinates with the FSO and plans officer to form targeting team
- Provides the commander with an uncooperative OPFOR during MDMP and wargame, ensuring all plans address the most likely and most dangerous enemy courses of action

TOC DUTIES & RESPONSIBILITIES (HIC)

Operation Joint Guardian

(5 of 6)

Fire Support Officer (FSO)

- Coordinates all fire support for battalion and task force operations and as such, the battalion FSO is also the battalion FSCOORD
- Establishes the fire support element at the main CP
- Monitors the positioning of the battalion mortar platoon and employs its fires
- Recommends the employment of any supporting field artillery assets
- May be found with the TACP
- Integrates all indirect fire support assets into the task force schemes of maneuver
- Establishes targeting team with S2 and Plans Officer
- Develops fire support overlay and target list of the Task Force
- Establishes a liaison between the Task Force and the direct support field artillery battalion. Specific liaison functions include:
  + Keeps the command group informed of the field artillery situation and capabilities at all times
  + Keeps the DS field artillery battalion commander informed of the location and plans of the task force
  + Establishes communications with the DS field artillery battalion FDC and transmits request for fires and requests for lifting and/or shifting of fires.
  + Nominates, activates, and deactivates, radar zones through the DS FA battalion to DIVARTY
  + Arranges for and ensures prompt exchange of enemy information between the Task Force and the DS battalion, to include the preparation of shelling reports
- Coordinates all field artillery fires, to include airspace coordination, between aircraft and artillery fires
- Receives target lists from Company FSOs, resolves duplication of targets, and coordinates list with other targets planned by the Task Force
- Resolves fire support conflicts
- Provides for the timely, coordinated attack of the surface targets
- Maintains a fire support situation map and fire support status chart
- Assists the ALO with the integration of CAS into the Task Force scheme of maneuver
- Clears all indirect fires through the Company FSOs on the FSE net
- Initiates and supervises the Task Force Fire Support rehearsal

Forward Air Controller

- US Air Force officer responsible for coordination and employment of US Air Force assets in support of the task force
- Responsible for the tactical air control party (TACP)
- During the battle he will primarily operate out of the TACP
- Coordinates close air support (CAS) w/S3 (Air)
- Coordinates with S2 NCOIC for vehicle placement and security
- Assists in providing TOC security

Air Defense Artillery Officer

- Advised the commander on employment of ADA assets
- During the planning process, he is at the TOC to ensure integration of air defense into the concept of operation
- During the execution of the plan, he positions himself to best command control the air defense assets
- Monitors the command net to remain responsive to the needs of the commander
- Monitors the early warning net to assist in the acquisition and dissemination of early warning information as a member of the Army airspace command and control system
- Provides expertise on the employment of ADA assets
- Coordinates with FSO for S2C2 cell

TOC DUTIES & RESPONSIBILITIES (HIC)

1st Battalion
77th Armored Regiment

STEEL TIGERS!

Operation Joint Guardian

(6 of 6)

Engineer

- Advises the commander on employment of engineer assets
- Monitors the task force command net while directly supervising his unit during its operations
- Provides expertise on the employment of engineer assets
- Maintains communications with the Engineer Company and reports the status of obstacles and fighting position construction
- Develops obstacle overlay for Task Force operations

SIGO (Battalion Signal Officer)

- In addition to leading the communications platoon, exercises technical supervision over the installation and use of communication systems and the activities of the communications personnel
- Directed by S3
- Reconnoiters possible CP sites for communications capabilities
- Recommends retransmission equipment employment
- Establishes messenger services and schedules
- Monitors COMSEC
- Coordinates communications network establishment and execution
- Assists in communications, generator and vehicle maintenance

Chemical Officer / NCO

- Responsible for advising the commander on impacts of NBC employment on current or future operations
- Coordinates an plans decontamination and smoke operations
- Serves as the Force Ratio calculator during wargaming
- Responsible for the integration of NBC defensive and offensive assets into the operations plan
- Advises the commander on the use of NBC assets
- Evaluates NBC intelligence and advises the commander of the NBC threat and necessary countermeasures
- Assists the TOC OIC in maintaining TOC operations, prepared to assume duties as Battle Captain

1st Battalion
77th Armored Regiment

TOC SHIFT CHANGE

Operation Joint Guardian

AGENDA

STEEL TIGERS!

TF TIGER TOC SHIFT CHANGE AGENDA

BRIEFER:	TOPIC:	SPECIFICS:
S2	Overview KFOR, Falcon, TF Tiger Sector	General INTSUM & sector specific events and weather
Battle CPT	TF Falcon Unit Locations	ONLY IF CHANGES
OPS Officer	Incident Reports	1) Status of the reports left open at the beginning of shift 2) Reports opened and closed on this shift 3) Reports opened and still open on this shift
Battle CPT	Future TF Tiger Ops (Next 24 hours)	
Battle CPT	Task Organization	Slant: M1 M2 M1114 M1025 M1064 GSR Meetings: BUB: C & S:
Battle CPT	Locations: T6:	T7: T3: T5:
	QRF PLT:	PL Name: Number of Personnel:
		Vehicles: M1 / M2: M998/M1025/M1114:
	Tomorrow's QRF:	
RPT Status	CDR's Assess Rep:	Green 2: Other:
Commo Status	FM: MSE:	TACSAT: Switchboard:
Maint Status	4.2 Kw Generator shut off:	10Kw Generator shut down and oil added:
	4.2 Kw Generator oil filled:	10Kw Generator fueled:
Remarks		

AIR ASSAULT

Operation Joint Guardian

PROBLEMS AND CHALLENGES

- Synchronization of Forces
- A2C2
- Limited Mobility on Ground
- Communications
- Limited Combat Power
- Weather
- Austere CS/CSS
- SEAD
- AMB (Air Mission Brief)
- Training of Soldiers

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STEEL TIGERS!

NBC PLANNING CONSIDERATIONS

Operation Joint Guardian

MANEUVER
- Does Tactical Plan Consider:
  + Casualties from NBC weapons if MOPP level is not raised
  + Casualties from enemy fires if MOPP level is raised
  + Degradation of operations
    * Fewer enemy targets destroyed
    * Attacks taking twice as long
    * Direct fire weapons engaging enemy at shorter distances
    * Risk of fratricide increases
  + Use of smoke/obscurants to enhance position

FIRE SUPPORT
- NBC capable units as High Payoff Targets (HPTs)
- Less responsive when crews in MOPP 3 or 4
- Calls for indirect fire increase

INTELLIGENCE
- NBC threat on situation template
- PIRs include capability and intent:
  + Enemy nuclear delivery systems
  + Enemy chemical delivery systems
  + Enemy biological delivery systems
- Does intelligence collection plan include
  + NBHC reconnaissance
  + Templated areas
- NBC assumptions concerning weapons use
  + Deny/restrict key terrain
  + Cause casualties in forward areas
  + Against TF trains to prevent CSS operations

LOGISTICS
- Sustainment/security support to chemical corps
- Decon considerations
  + Link-up points
  + Water sources
  + Replacement stock of CDE
- Distribution of NBC equipment
- Transportation assets to move CDE

BATTLE COMMAND
- Psychological degradation if in MOPP 3 or 4
  + Is the plan simple
  + Is the plan well synchronized
  + Work/rest plan
  + Staff planning timeline
  + Command rest plan

AIR DEFENSE
- Use smoke to help deny airspace
- Engage air targets forward

M/CM/S
- Planned march routes avoid contamination
- Smoke to protect force
- Smoke to delay enemy recon surveillance and target acquisition systems
- Guidance on acceptable levels of risk
  + Operational exposure guidance
  + MOPP analysis
  + Automatic masking criteria

DECEPTION

Operation Joint Guardian

- What I want the enemy to think
- Task / Purpose of deception plan
- Use of decoys, movement, radio transmissions, smoke, Light Infantry
- Commitment of combat power to the plan
- Desired enemy action, who the target is
- How we intend to exploit the enemy action (PIR)

NESTING & ARRANGING FORCE ARRAY

Operation Joint Guardian

1st Battalion
77th Armored Regiment
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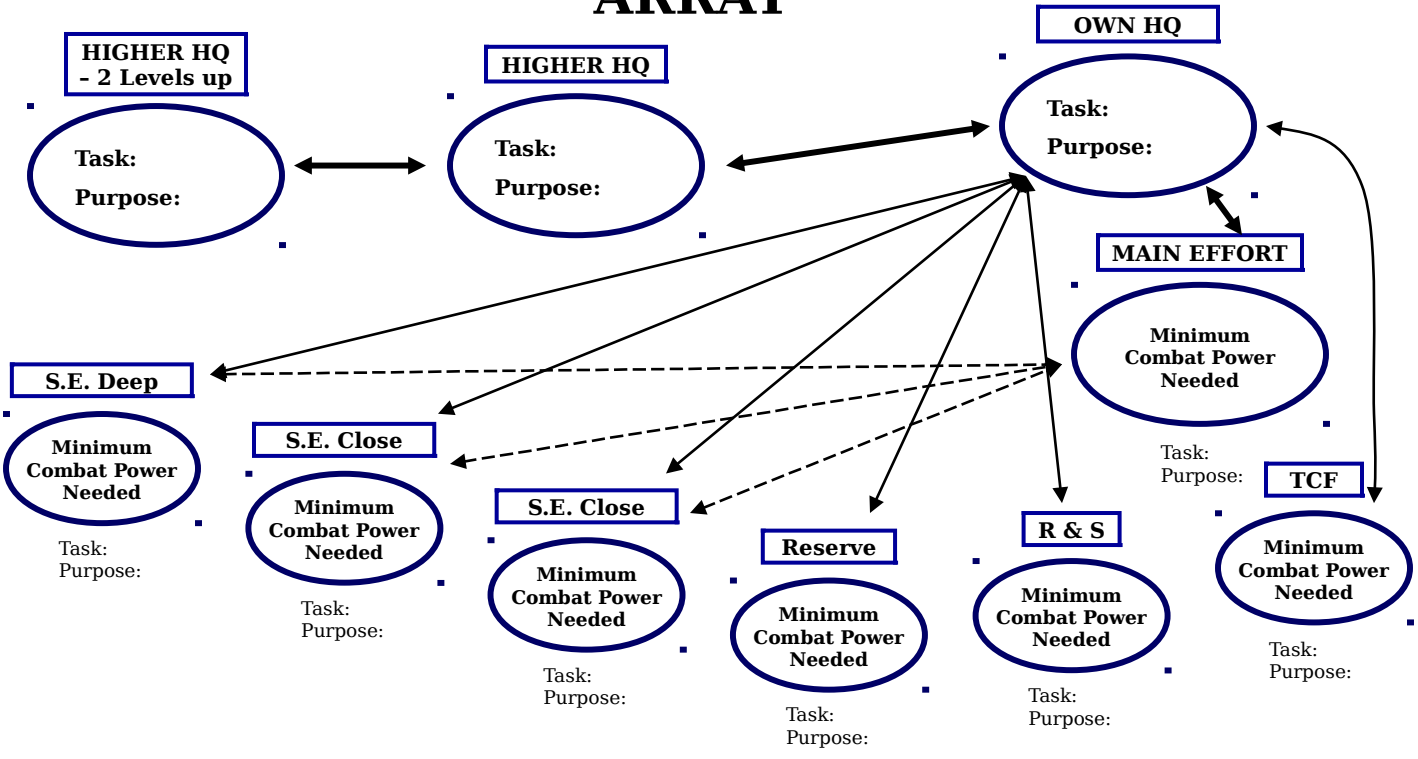

RATES OF ADVANCE

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

Brigade and Below Opposed Rates of Advance (in kmph) in a Prepared Defense						
ATTACKER TO DEFENDER RATIO	**Non-Restrictive Terrain**		**Restrictive Terrain**		**Severely Restrictive Terrain**	
	Armd/Mech	Inf	Armd/Mech	Inf	Armd/Mech	Inf
Intense Resistance (1:1)	0.6	0.5	0.5	0.3	0.15	0.1
Very Heavy (2:1)	0.9	0.6	0.6	0.4	0.3	0.2
Heavy (3:1)	1.2	0.7	0.75	0.5	0.5	0.2
Medium (4:1)	1.4	0.8	1	0.6	0.5	0.5
Light (5:1)	1.5	0.9	1.1	0.7	0.6	0.5
Negligible (6+:1)	1.7+	1.0+	1.3+	.8+	.6+	.6+

NOTE: Units *cannot* sustain rates for 24 hours. Rates reduced by one-half at night. The relative combat power ratio must be computed for the unit under consideration.

NOTE: Prepared defense is based on defender in prepared positions (24 hours or more). Hasty defense is based on from 2 to 12 hours preparation time.

NOTE: These ratios are to determine the degree of resistance. There is no direct relationhsip between advance rates and force ratios. However, *sustained advances* probably are not possible withouta 3:1 ratio. Advance is possible against superior forces

RATES OF ADVANCE (cont.)

Operation Joint Guardian

Brigade and Below Opposed Rates of Advance (in kmph) in a Hasty Defense

ATTACKER TO DEFENDER RATIO	Non-Restrictive Terrain		Restrictive Terrain		Severely Restrictive Terrain	
	Armd/Mech	Inf	Armd/Mech	Inf	Armd/Mech	Inf
Intense Resistance (1:1)	1	0.8	0.8	0.5	0.4	0.2
Very Heavy (2:1)	1.5	1	1	0.7	0.6	0.3
Heavy (3:1)	2	1.2	1.3	0.9	0.8	0.5
Medium (4:1)	2.4	1.4	1.75	1.1	0.9	0.8
Light (5:1)	2.6	1.6	2	1.2	1	0.9
Negligible (6+:1)	3+	1.7+	2.3+	1.3+	1.1+	1+

NOTE: Units *cannot* sustain rates for 24 hours. Rates reduced by one-half at night. The relative combat power ratio must be computed for the unit under consideration.

NOTE: Where there is surprise, multiply figures by following surprise factors:

- Complete Surprise (x5) [Germans at the Ardennes, 1944; Arabs, 1973]
- Substantial Surprise (x3) [German invasion of Russia, 1941; Israeli invasion of Sinai, 1967]
- Minor Surprise (x1.3) [Normandy, 1944; Pakistan on India, 1971]

The effects of surprise last for three days and are reduced by one-third on day two and by two-thirds on day three

NOTE: These ratios are to determine the degree of resistance. There is no direct relationhsip between advance rates and force ratios. However, *sustained advances* probably are not possible withouta 3:1 ratio. Advance is possible against superior forces

RATES OF ADVANCE (cont.)

Operation Joint Guardian

		TYPE OF FORCE	
		FOOT INFANTRY	ARMORED or MECHANIZED
TYPE OF TERRAIN	Non-Restrictive	4.0 kmph (day)	24 kmph (day)
		3.2 kmph (night)	24 kmph (night w/ lights & passive)
	Restrictive	2.4 kmph (day)	16 kmph (day)
		1.6 kmph (night)	8 kmph (night, blacked out)
	Severly Restrictive	1 kmph (day)	1 kmph (day)
		.1 to .5 kmph (night)	.1 to .5 kmph (night)

COMBAT SERVICE SUPPORT (CSS)

Operation Joint Guardian

1st Battalion
77th Armored Regiment
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ALOC OPERATIONS

A/L Net and Battalion Command
Supply Accountability
Situation Map
DA 2406

REPORTS

PERSTATS
LOGSTATS
Spotloss

FIELD TRAINS

HHC Commander controls
S4 Shop and PAC operations
Replacement Ops
Battle Tracking
LOGPAC origin
Planning
Tied into FSB S2/S3
Battalion A/L net and Brigade A/L net

LOGPACS

Plan as combat operations
Integrated with Battle Staff
Controlled movement
Rehearsals
Maneuver graphics
Link up Operations
Reports (Hard Copy)
Provide continuity

+ Part of OPORD
+ Convoy leader
+ Fire Plan
+ Communications
+ Security
+ Debrief

C2 OF CSS

BATTLE TRACKING

Battle Circulation Plan
Control Measures
Scheduled Convoys / LOGPAC
LOGPACS planned as combat operations

COMBAT TRAINS

Locate close enough to FLOT to be responsive
Focal point for CSS effort
Anticipate, request, coordinate, and

OPORD PARAGRAPH 4: SERVICE SUPPORT

Operation Joint Guardian

A. General Information pertaining to CSS operation
B. Material and Services (S4)
   1. Supply (listed by each class)
      - CLASSES – Location of each in Bn/TF area a
      I: Subsistence, including health and welfar
      II: OCIE, tools, tents, admin supplies
      III: POL
      IV: Construction / barrier material
      V: Ammunition
      VI: Personal demand items / issued w/Class
      VII: Major end items
      VIII: Medical supplies
      IX: Repair parts
   2. Transportation (S4)
      a. LOGPAC plans
      b. Road March Planning
   3. Services (S1 / S4)
      a. Graves Registration Plan
      b. Laundry and Bath
   4. Labor (S1)
   5. Maintenance (BMO)
      a. Priorities of maintenance and any changes t
      Address Evac times
      b. Operational readiness of:
         - Combat systems
         - Combat Support systems
         - Critical Combat Service Support systems
      c. PLL Status

CSS OVERLAY: depicting critical CSS locations pertaining to the battalion. Minimal displayed information should include the following:

- Combat Trains CP location (CTCP)
- Battalion Aid Station location (BAS)
- UMCP location
- MSRs
- Ambulance Exchange Points (AXPs)
- Logistic Release Points for each company (LRPs)
- Field Trans Location
- FSB Supply Points for all classes of supply + water
- FSB TOC / Brigade Rear CP
- Medical Company location
- Brigade Graves Registration point location
- Ammunition Transfer Points (ATPs)
- Maintenance Exchange Points (MXPs)

HOW WE EVACUATE

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

BAS Standard / Non Standard

Med Company Standard / Non Standard Ground / Air

CCP

2/3 Distance to BAS

BAS

1/3 Distance to BAS

AXP

1/3 Distance to BAS

2/3 Distance to BAS

CLS OR MEDIC
- Consolidate and treat casualties
- Initiate FMC
- Prioritize Evac
- Evac to BAS

MED PL / MD / PA
- Receive, Triage, and Treat Casualties
- Annotate FMC
- Prioritize Evac
- Evac from CCPs
- Request Evac
- Report to Higher

EVAC PLATOON
- Receive BAS's Status
- Report Situation to Higher
- Prioritize Evac
- Evac to AXP / Level II

TREATMENT PLATOON
- Establish Level II Care
- Receive, Triage, and Treat Casualties
- Report Situation to Higher C2

Soldier Receives Injury

Self / Buddy Aid Combat Lifesaver

Use CSS Rehearsal to Coordinate / Synchronize Available Assets

HOW WE SUSTAIN COMBAT POWER

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

UMCP

ULLS CLERK CREATES
- PMCS w/ ULLS
- Supply Disk
- Maint NMC Disk

5988

UMCP

Supply Status Back to Unit

BSA

SARSS-1
- Receive / Store / Issue Class IX
- Gateway to Automated Supply System

SAMS-1
- Supervise DS Production
- Gateway to Automated Maintenance Management

DSA

SARSS-2A
- Get Parts and Ship to TSO / UMCP

SAMS-2

026 Print
- Automated Management Tool

SARSS Gateway

ADSU

MSB Convoy

Decisive Point: Synch / Coordinate DS Efforts / Focus

BCT Maintenance Meeting
- Receive Unit Status
- Confirm Status
- Synch Efforts
- ID Part Availability
- Go after it

Report Receipt

BSA

Report Receipt

AMMUNITION MANAGEMENT

Operation Joint Guardian

1st Battalion
77th Armored Regiment
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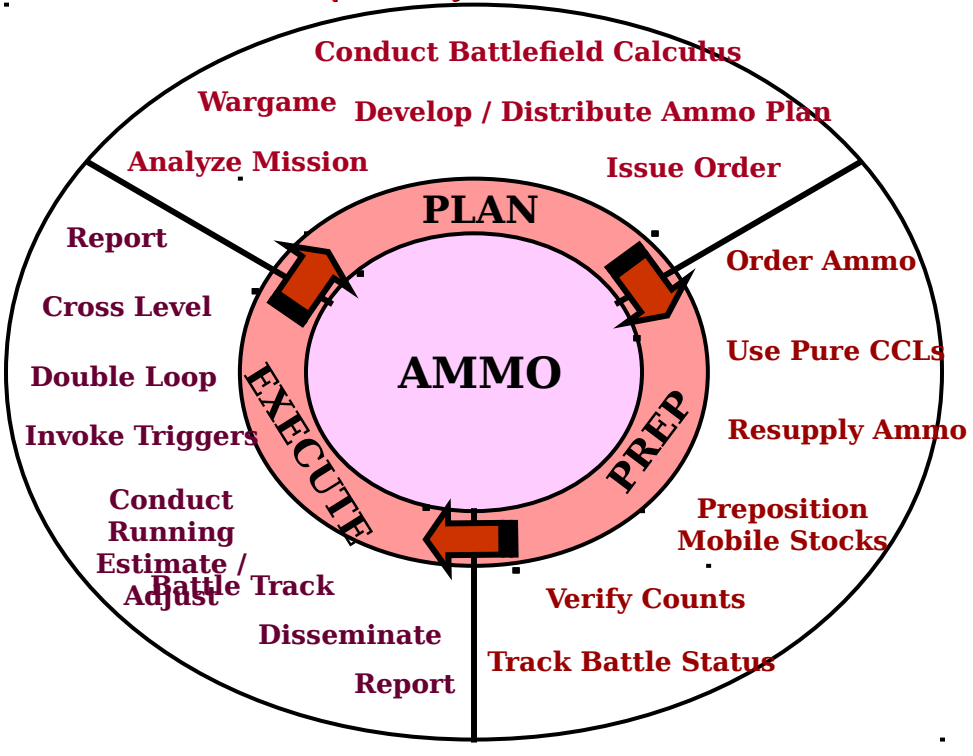
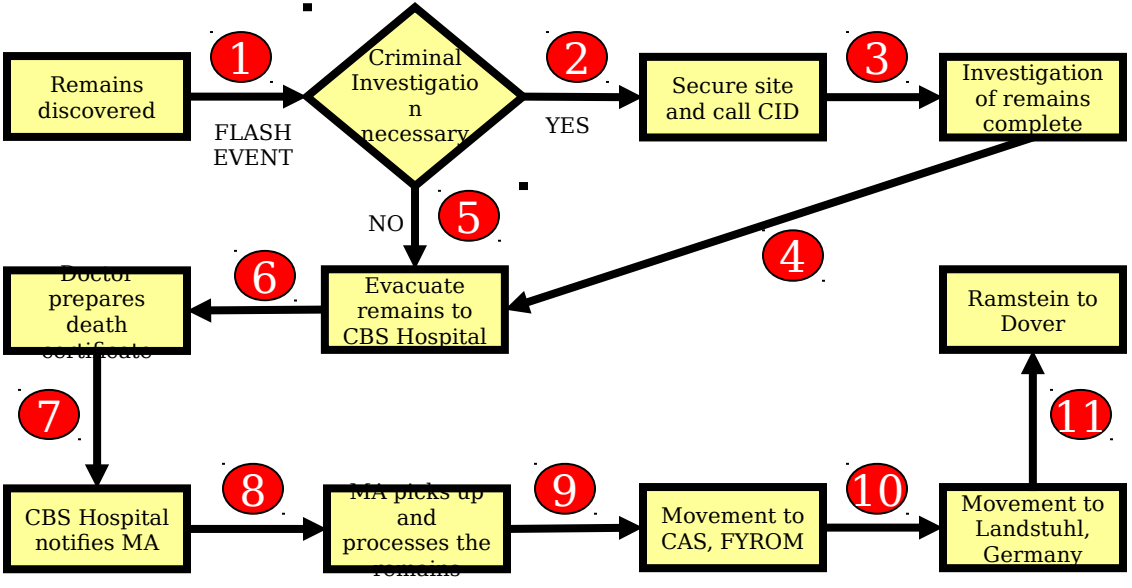


MORTUARY AFFAIRS

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!



MORTUARY AFFAIRS NUMBERS KEY

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

1. FLASH event. Loss of life.
2. If criminal investigation is necessary, secure the site and call CID.
3. CID investigation is complete.
4. Evacuate the remains to the CBS Hospital. Ensure someone who can identify the remains accompanies them.
5. Same as 4.
6. Doctor examines the remains and prepares the death certificate.
7. Notification of the Mortuary Affairs team at CBS.
8. MA picks up the remains and processes them.
9. Once a flight is coordinated, the remains are moved to CAS. Preferably via a CH-47. MA provides the transit case and US flag. The unit may want to provide a small ramp ceremony for the remains of their soldier. This is not required.
10. At CAS, the remains will be evacuated to Landstuhl, GE. CAS will perform a ramp ceremony. There will also be a ramp ceremony at Ramstein.
11. At Dover, a ramp ceremony will be done as the remains arrive back home in the United States.

NOTE: Unit will provide an escort throughout the process.

SINCGARS PROCEDURES

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Answering CUE and Sending ERF

1. **Answer the CUE (Only if your are NCS)**
   a. Identify 'CUE' on RT LED display
   b. Change radio to 'ANSWER CUE' set
   c. Respond to Cueing Station, "Cueing Station
      this is (Your Call sign), over."
   d. Prepare the cueing station to receive the ERF:
      "Standby to receive ERF. Store on 1, meet me
      on 1, initiate radio check, over."
   e. Cueing station acknowledges
2. **Send the ERF**
   a. Switch to 'Send ERF' set
   b. To send ERF, press (0/Load), press (1), pause
      for 1 second, press (ERF/OFST). Repeat 3
      times

Answer CUE Set
FCTN: ON
CHAN: CUE
MODE: FH-M
COMSEC: CT

Send ERF Set
FCTN: LD
CHAN: MAN
MODE: FH-M
COMSEC: CT

Radio Check Set
FCTN: ON
CHAN: 1
MODE: FH-M
COMSEC: CT

STEEL TIGER CONFERENCE CALL FORMAT

1st Battalion
77th Armored Regiment

STEEL TIGERS!

Operation Joint Guardian

Net Call: 0800 Daily

FORMAT: Slant (M1A1 / M2 / Squads / M113FOV / M1114 / M109)

Past 24 Hours (significant events)

Next 24 Hours (significant events)

SUBORDINATE UNIT UPDATES

A/1-18 IN	**(Wolf)**
C/1-26 IN	**(Rock)**
C/1-77 AR	**(Pain)**
B/9E	**(Outlaw)**
HHC/1-77 AR	**(Hellcat)**

Other Attachments (if necessary)

STAFF UPDATES

S2 (Tiger 2) Weather, TFF AO Sig Events, TF 1-77 Sig Events, Future Sig Events
FS/IO (Tiger 18) Sig Events, Current IO Themes
S5 (Tiger 15) Sig Events, Future 24 Hour Ops
Civil Affairs
Engineer (Dog) Mine / UXO Update
S4 (Tiger 4) Issues
BMO (Tiger 8) Issues
SIGO (Tiger 9) Issues
S1 (Tiger 1) Perstat / Issues
MEDO (Blade) Issues / Info
Battle Captain (Tiger X-Ray) TF Past 24 Sig events / TF Upcoming Sig events / Issues

Missed Stations
Alibis

S3 (Tiger 3) Issues / Comments
XO (Tiger 5) Issues / Comments
TF CDR (Tiger 6 Guidance

RADIO CHECK SCHEDULE

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

IF NO UPDATE FROM EVERY	CONTACT
TF FALCON	30 minutes
TF Companies	1 hour
TF 1-18 IN	3 hours
TF 1-26 IN	3 hours
MPs (709th)	4 hours
TF 1-77 LNOs	1 hour
TF 1-77 QRF	1 hour

Specifically on the below: Who is operating in our sector

PSYOPS	4 hours
CA	4 hours
Aviation	4 hours
MI (CIHUMINT)	4 hours

TROOP LEADING PROCEDURES

Operation Joint Guardian

1. **Receive the Mission**
2. **Issue the Warning Order**
3. **Make a Tentative Plan**

a. Estimate of the Situation
   1. Conduct detailed mission analysis
   2. List situation / Courses of Action
   3. Analyze Courses of Action (Wargame)
   4. Compare Courses of Action
   5. Make a Decision

b. Expand Selected Course of Action into a Tentative Plan

a) Terrain and Weather
b) Enemy Situation
c) Own Situation
d) Courses of Action

4. **Start Movement**
5. **Reconnoiter**
6. **Complete the Plan**
7. **Issue the Plan**
8. **Supervise**

1st Battalion
77th Armored Regiment

STEEL TIGERS!

FM 100-5

Operation Joint Guardian

PURPOSE

The desired or intended result of the tactical operation stated in terms relating to the enemy or to the desired situation.

DECISIVE POINT

A point, retention of which provides a commander with a marked advantage over his opponent. Decisive Points are usually geographic in nature, but could also include other elements, such as enemy formation, command posts, and communication nodes.

TENETS OF OPERATIONS

Agility
Initiative
Depth
Synchronization
Versatility

BATTLEFIELD OPERATING SYSTEMS (BOSs)

Maneuver
Fire Support
C2
M / CM / S
CSS
Air Defense
Intelligence

DYNAMICS OF COMBAT POWER

Maneuver
Firepower
Protection
Leadership

OOTW PRINCIPLES

Legitimacy
Perseverance
Objective
Unity of Command
Restraint and ROE
Security

PRINCIPLES OF WAR

Mass
Offensive
Maneuver
Unity of Command
Simplicity
Economy of Force
Security
Objective
Surprise

FM 100-5

FUNCTIONS

Intelligence
Maneuver
Fire Support
Air Defense
Mobility/Survivability
Logistics
Battle Command

LOGISTICS CHARACTERISTICS

Anticipation
Integration
Continuity
Responsiveness
Improvisation

LOGISTICAL FUNCTIONS

- Manning
- Arming
- Fueling
- Sustaining Soldiers and Systems
- Moving
- Fixing

FM 100-5

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

OFFENSE

BATTLEFIELD FRAMEWORK
-Area of Operations
+ Main Attack
+ Reserve
+ R&S Operations
- Battle Space
- Organizing the Battlefield
+ Close, Deep, Rear

CHARACTERISTICS
- Surprise
- Concentration
- Tempo
- Audacity

FORMS OF TACTICAL OFFENSE
- Movement to Contact
- Attack
- Exploitation
- Pursuit

FORMS OF MANEUVER
- Frontal Attack
- Penetration
- Envelopment
- Turning Movement
- Infiltration

DEFENSE

BATTLEFIELD FRAMEWORK
-Area of Operations
+ Security Force Operations
+ MBA
+ Reserve
- Battle Space
- Organizing the Battlefield
+ Close, Deep, Rear

CHARACTERISTICS
- Preparation
- Security
- Disruption
- Mass & Concentration
- Flexibility

DEFENSIVE PATTERNS
- MOBILE: Focus on destroying the enemy
- AREA: Focus on retention of terrain

ARMY METL (3.0)

- Close with and destroy enemy forces
- Shape the security environment
- Respond promptly to crisis
- Conduct forcible entry operations
- Conduct sustained Land Operations
- Provide support to civil authorities
- Mobilize the Army

TASK:
"A clearly defined, measurable activity accomplished by individuals and organizations. Tasks are specific activities which contribute to the accomplishment of encompassing missions or other requirements." A task should be definable, attainable, and decisive..

OPERATION:
"A military action, or administrative military mission: the process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain to objectives of any battle or campaign."

MISSION:
"The primary task assigned to an individual, unit, or force. It usually contains the elements of who, what (task), when, where, and the reason (purpose), but seldom specifies how." As a minimum, a missions statement must include a task and a purpose.

TACTICAL CONSIDERATIONS

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

CONTROL MEASURES / TECHNIQUES / PROCEDURES

- Strong Point
- Battle handover
- Objective
- Ambush
- Battle Position
- Passage of Line
- Axis
- Engagement Area
- Sector
- Passage Point
- Direction of Attack
- Phase Line

TYPE OF OPERATIONS

- Attack
- Move to Contact
- Countermobility
- Relief in Place
- Exploitation
- Counterattack
- Retrograde
- Survivability
- Raid
- Breakout
- Defend
- Mobility
- River Crossing
- Pursuit
- Delay

PURPOSE ("in order to…"

Prevent	Open	Allow	Divert	Envelope
Create	Enable	Surprise	Influence	Deceive
Cause	Support	Deny	Protect	

TACTICAL TASKS (friendly, enemy, or terrain oriented)

Enemy	Terrain		Friendly
Attack by Fire		Clear	Breach
Block	Recon	Disengage	
Bypass	Retain	Displace	
Canalize	Secure		Exfiltrate
Contain	Seize	Follow and Support	
Demonstrate			Guard
Destroy		Infiltrate	
Exploit		Occupy	
Feint		Screen	
Fix		Support by Fire	
Interdict			
Neutralize			
Penetrate			
Pursue			
Recon			
Rupture			
Suppress			

- **DEFINABLE**
- **ATTAINABLE**
- **DECISIVE**

7 FORMS OF CONTACT

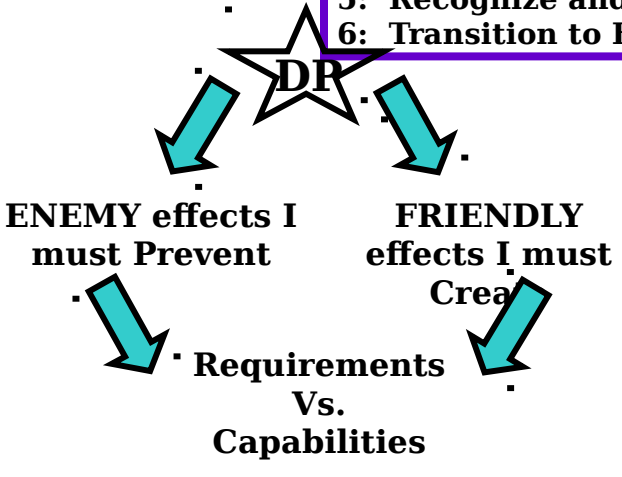
1: **VISUAL**: Where are his OP / recon units; when can they see us; what will they do?
2: **PHYSICAL**: Where do we come into direct fire range (by system); where will he fire from?
3: **INDIRECT**: Where do we come into indirect fire range? Where are the observers?
4: **OBSTACLES**: Where, when, how, what kind of obstacles will be use? Purpose?
5: **AIR**: Where/when commit air assets (by type)? Purpose?

BATTLEFIELD ACTIVITIES

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

1: Find and Track the Enemy
2: Prevent the Enemy From Finding and Tracking Us
3: Control and Fix Enemy With Supporting Efforts
4: Maneuver Against Enemy at Decisive Point
5: Recognize and Exploit Success
6: Transition to Branches and Sequels



- What do I know?
- What don't I know?
- What do I need to know?
- What am I and He doing right now?
- What are my/his options?
- What needs to be accomplished?
- What decisions do I need to make and when?

TACTICAL NOTES

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

1982

- Fulda Gap
- Mission analysis:
  - + Know terrain, enemy, specific tasks
  - + METL: Easy training plan

2002

- Go someplace / sometime / to do something
- B/P to respond across full spectrum of conflict
  - + What's the METL?
  - + How do you create the METL?
  - + What's the Training Plan for the METL?

D3A: Decide, Detect, Deliver, Assess
(Methodology and convention to get everybody on the same sheet)

- DECIDE: Commander's Concept
  - + How I will impose my will on the enemy?
  - + Intel, Fires, Mobility, CSS
- DETECT: Assessing resources/responsibility for finding and tracking
- DELIVER: Bringing munitions on target(s)
  - + On time, observed, generally precise
  - + One of the hardest things to do
- ASSESS: Starting the process all over again
  - + Problem: In order to exploit, normally we have to decide before we know much

3 Problems To Be Solved Before Defining Battlespace

1) Effects of time, terrain, space requirements, resources
2) Analyze tactical requirements vs. capabilities to meet requirements
3) Analyze enemy's tactical requirements vs. capabilities

TRAINING

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

TRAINING MEETINGS

- Conducted on the same day and time each week
- In accordance with the standard training meeting agenda
- A high priority mission—all company leadership attends
- Will not exceed one hour

KEY POINTS

- Conducted by the commander, assisted by CSM (1SG)
- Focus on training issues only
- Conducted weekly; routinely scheduled on the same day at the same time
- Posted on training schedules
- Follow a published agenda and do not exceed allotted time
- Convert knowledge about training deficiencies into scheduled events
- Include all necessary participants
- Ensure pre-execution checks have been accomplished
- Allow training tactics, techniques and procedures (TTP) to be shared
- Allow the commander to approve ongoing near-term plans based on resources and risk assessment
- Ensure training is METL-related
- Acquire current training guidance form higher commander
- Ensure force protection / risk assessment is integrated
- Identify and overcome problems or distracters
- Provide feedback for assessment
- Are leader development vehicles
- Identify multi-echelon training opportunities
- Result in a coordinated and locked-in training schedule

HOMEWORK (Company Level)

Company Commander

- Assessment
- Comply with Battalion Commander's latest training guidance
- Update calendars
- Ensure PLs/PSGs are prepared

XO

- Commodity area NCOICs ready
- Service schedules coordinated
- Support requirements checked
- Guidance from Battalion XO, Staff

Other

- Platoon assessment
- Platoon training meetings
- Bottom-up assessment
- Training resources
- Duty roster conflicts
- Soldier availability
- Leader books: PT/ Marksmanship
- Rehearsal Time
- Soldier counseling

RULES

#1: Do not put anything on the training schedule that you do not intend to execute

#2: Do not fill every minute of the training schedule

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77th Armored Regiment
STEEL TIGERS!

TRAINING SCHEDULE DEVELOPMENT

Operation Joint Guardian

WEEK T-6
- Based on assessment, identify collective and soldier tasks
- Prepare draft training schedule
- Submit requests for training area and other requirements
- Request Class I, III, IV, and V
- Begin pre-execution checks

WEEK T-5
- Finalize and approve training objectives
- Confirm support requests
- Identify trainer rehearsal requirements
- Resolve and eliminate training distracters
- Provide soldier tasks for integration

WEEK T-4
- Sign and lock-in training schedules
- Lock-in resources
- Identify and brief trainers and assist trainers on responsibilities

WEEK T-3
- Begin rehearsals
- Ensure distracters are under control

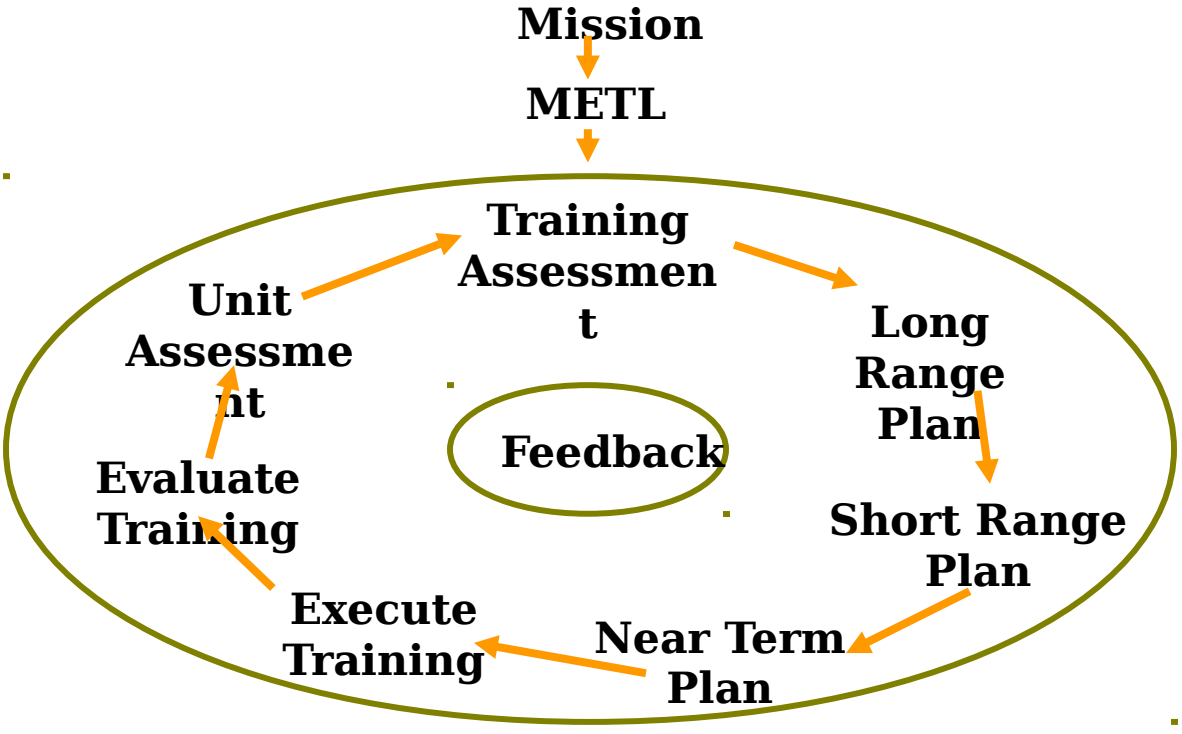
WEEK T-2
- Fight hard to stop changes
- Intensify rehearsals and preparation periods
- Conduct back briefs
- Begin gathering training aids and supplies

WEEK T-1
- Complete pre-execution checks
- Obtain training aids
- Complete rehearsals
- Stop changes to scheduled training
- Brief soldiers on training

WEEK T
- Conduct pre-combat checks
- Execute training
- Conduct AARs

TRAINING MANAGEMENT CYCLE

Operation Joint Guardian



EIGHT STEP TRAINING MODEL

(1 of 2)

Operation Joint Guardian

1st Battalion
77th Armored Regiment

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STEP 1: PLAN TRAINING

- ID concept for training 6-12 weeks out
  - + flows form Training Management Cycle
  - + ID assessment-based Training Objectives
- ID and lock in resources 6-8 weeks out
  - + FM 25-101
- Lock in Training schedule (near-term plan) 5 weeks out
- Continue refinement of plan @ Company Training Meeting

ENDSTATE: Plan resourced and locked in...Contract with Higher Headquarters

STEP 2: TRAIN AND CERTIFY LEADERS AND TRAINERS

- Major step in setting conditions for success
- Time on Training Schedule to train and certify
  - + Conducted one level up (Commander certifies the PL)
  - + To ensure the trainer has mastered the tasks to be accomplished
  - + ID critical tasks to certify
- How leaders certify trainers:
  - + Quiz the trainer (written/oral) to determine proficiency
  - + Have the trainer *demonstrate* ability to perform the task
  - + Observe trainers rehearsing to coach, ID weak points, and risks
  - + Leaders rehearse and train an assistant

ENDSTATE: All leaders / trainers are proficient on tasks to be trained to standards

STEP 3: CONDUCT A RECON

- Recon training site to determine if it satisfies accomplishment of training objectives
- Assists in visualizing the concept of the training event for all leaders
- ID additional resources to conduct training
- ID training risks based on METT-T

ENDSTATE: Leaders are familiar with concept and area of operations

STEP 4: ISSUE TRAINING PLAN

- Clearly state the training objective!
  - + Task and purpose
  - + What is your endstate?
- Issue a complete plan with timeline, accompanying graphics, and sketch of training area
  - + OPORD
  - + MOI
  - + Detailed Training schedule

ENDSTATE: Leaders are knowledgeable of

EIGHT STEP TRAINING MODEL

(2 of 2)

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

STEP 5: REHEARSALS AND FINAL PREPARATION

- Types of rehearsals – METT-T
  - + Map
  - + Sand table
  - + Mounted / Dismounted (full up / modified)
  - + Radio / FM
- Schedule the rehearsal in advance of training
- Rehearse at actual training site
- This is an integral part of leader certification process
- Conduct pre-execution checks
- Conduct a continuous Risk Assessment

ENDSTATE: Leader's validation and refine the training plan
ENDSTATE: Conditions are set for successful execution of training

STEP 6: EXECUTE TRAINING

- Performance oriented, hands-on training
  - + Doctrinal goal
  - + 2BCT standard
- Leaders present – enforcing standards
- OCs / evaluators present – you can't train yourself
- Time management
  - + Rehearsal provides good estimate
  - + Actual execution may differ

ENDSTATE: Units accomplish training objectives. Well-trained units and soldiers

STEP 7: CONDUCT AARs

- Continuous evaluation and feedback process
- Trained and certified evaluators who are senior to person being evaluated
- Discovery learning focused on performance standards
  - + Leaders and soldiers participate in the process
  - + They provide the input for areas to sustain and improve
- Assessment is first and last step in the training model

ENDSTATE: Leaders and soldiers aware of strength /

STEP 8: RETRAIN

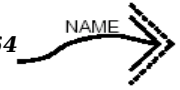
- Allow time for retraining in the plan
- Based on meeting / not meeting performance standards
- Goal is to train to standard
  - + Fix deficiency immediately
  - + METT-T
- Train, retrain, retrain…until standard is met!

ENDSTATE: Unit / Individuals trained to

OPERATIONAL GRAPHICS
Maneuver - Deception
Operation Joint Guardian

Dummy (Deception) (decoy) ***1-45***

Direction of Attack for Feint ***1-64***



Axis of Advance for Feint ***1-64***

Decoy Mined Area

Decoy Infantry Battalion ***1-46***

Decoy Mined Area, Fenced

Dummy Minefield ***1-57***

OPERATIONAL GRAPHICS
Maneuver - Defense

Operation Joint Guardian

Battle Position (BP) *1-18*

Occupied (Battalion sized unit) — Letter, # or Name

Prepared "(P)" but not occupied — (P) Letter, # or Name

Planned — Letter, # or Name

Forward Edge of the Battle Area (FEBA) *1-70*

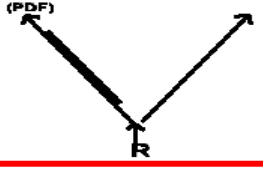
Forward Edge of the Battle Area — FEBA FEBA

Actual Trace of the FEBA — FEBA FEBA

Proposed or On Order Trace of the FEBA — FEBA FEBA

Principal Direction of Fire (PDF) *1-123*

(This shows an automatic rifle with the sector of fire between the two lines and with the arrows indicating the maximum effective range of the weapon or maximum range based on the terrain. The PDF is along the left side of the sector.)



Strong Point *1-146*

Friendly — Letter, # or Name

Enemy Known and Confirmed (Company sized) — ENY ENY

Engagement Area *1-61*

Target Reference Point (TRP) *1-152*

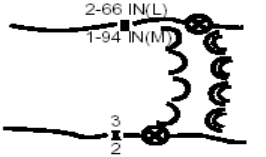
101

OPERATIONAL GRAPHICS
Maneuver - General
Operation Joint Guardian

Drop Zone (DZ) 1-57

Engagement Area (EA) 1-61

Extraction Zone (EZ) 1-64



Line of Contact (LC) 1-91

Fortified Area 1-65

Landing Zone (LZ) 1-89

Pickup Zone (PZ) 1-121

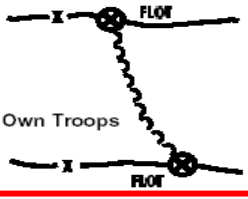
Forward Line of Own Troops (FLOT) 1-70

Friendly Present

Friendly Planned or On Order

Enemy Known or Confirmed

Enemy Suspected or Templated



Assembly Areas 1-13

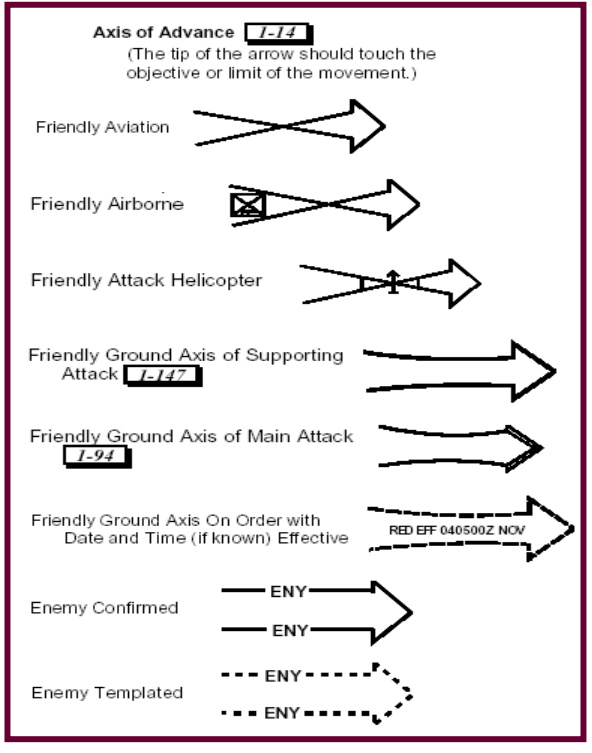
Occupied

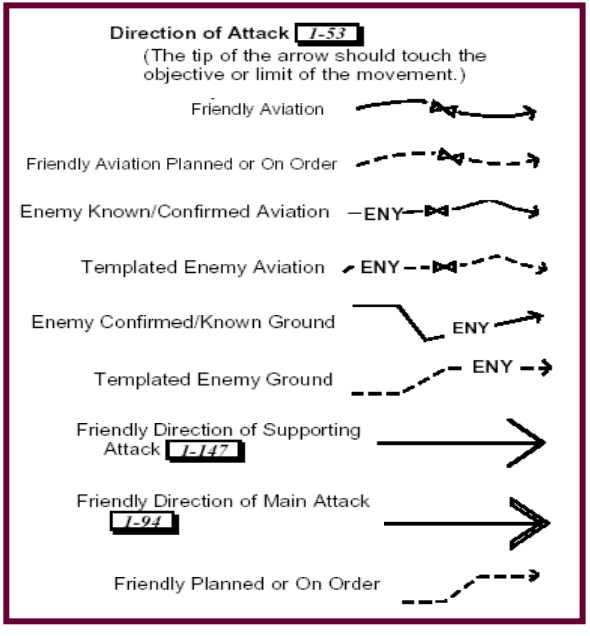
Occupied

Occupied by Multiple Units

Proposed/On Order

OPERATIONAL GRAPHICS
Maneuver - Offensive
Operation Joint Guardian

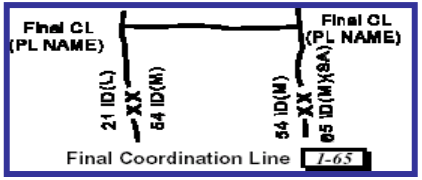

Axis of Advance 1-14
(The tip of the arrow should touch the objective or limit of the movement.)
Friendly Aviation
Friendly Airborne
Friendly Attack Helicopter
Friendly Ground Axis of Supporting Attack 1-147
Friendly Ground Axis of Main Attack 1-94
Friendly Ground Axis On Order with Date and Time (if known) Effective
RED EFF 040500Z NOV
Enemy Confirmed
ENY
ENY
Enemy Templated
ENY
ENY

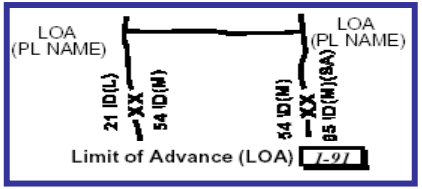


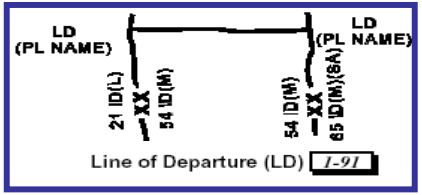
OPERATIONAL GRAPHICS
Maneuver - Offensive

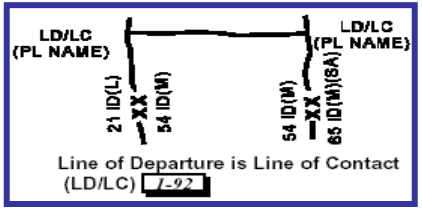
1st Battalion
77th Armored Regiment
STEEL TIGERS!

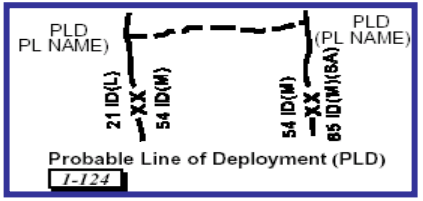
Operation Joint Guardian

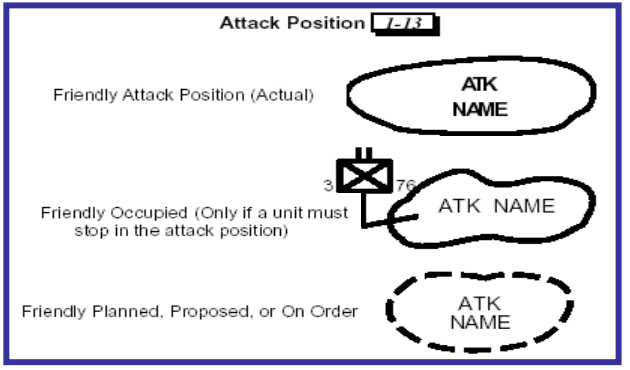










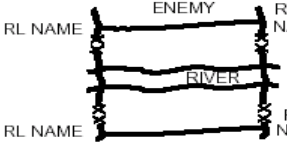


OPERATIONAL GRAPHICS
Maneuver - Special

Operation Joint Guardian

Ambush 1-8
(The base of the arrow shaft is the center of mass of the ambush unit's position, the arrow points in the direction of fire from the ambush unit.)

Area of Operations (AO) 1-10



Release Line (RL) 1-132

Encirclement 1-60

Friendly

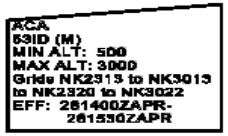
Enemy

Targeted Area of Interest (TAI) 1-152

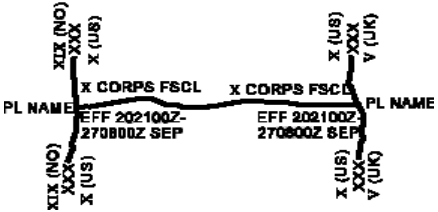
Named Area of Interest (NAI) 1-107

Point of Interest

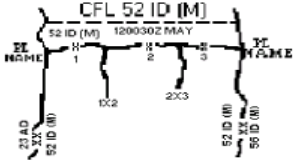
OPERATIONAL GRAPHICS
Maneuver and Fire
Operation Joint Guardian



Airspace Coordination Area (ACA) I-7

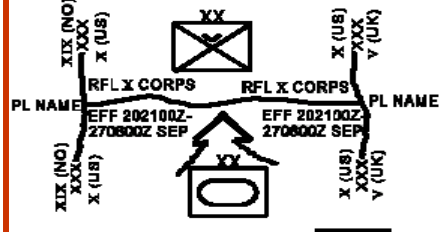


Fire Support Coordination Line (FSCL) I-67



Coordinated Fire Line (CFL) I-39

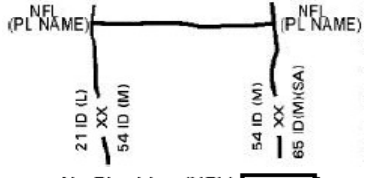
Restrictive Fire Area (RFA) I-133



Restrictive Fire Line (RFL) I-133

Free Fire Area (FFA) I-71

No Fire Area (NFA) I-109



No Fire Line (NFL) I-109

1st Battalion
77th Armored Regiment

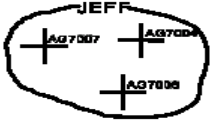
STEEL TIGERS!

OPERATIONAL GRAPHICS
Fire Support
Operation Joint Guardian

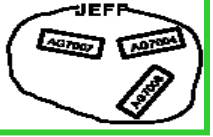
Series of Targets Using Regular Targets

Series of Targets 1-139

Targets are fired in a predetermined sequence, for example, AG700, AG7006, and AG7004.



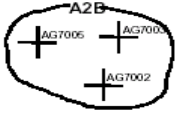
Series of Targets Using Rectangular Targets



Group of Targets 1-74

All targets are fired at the same time.

Group of Targets Using Regular Targets



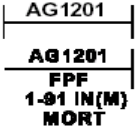
Group of Targets Using Rectangular Targets

Area Target 1-151

Linear Target

Final Protective Fire 1-65

(The indirect fire unit designated to fire the FPF is listed below the target)

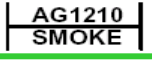


Smoke 1-111 1-125 1-141

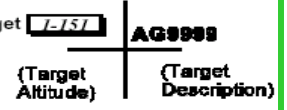
(Planned with designated time shown)

(Actually in place)

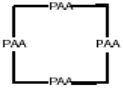
Linear Smoke Target



Target 1-151



Target, Circular



Position Area for Artillery (PAA) 1-122

Paladin 2 km by 2 km

MLRS 3 km by 3 km

OPERATIONAL GRAPHICS
Command and Control

Operation Joint Guardian III

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Checkpoint (CKP) 1-25
(Bottom point or an extension is exact location.)

Contact Point 1-37

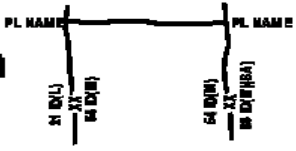
Coordinating Point 1-39
(Center of symbol is exact location.)

Decision Point 1-45

Linkup Point 1-92

Passage Point (PP) 1-118

Phase Line (PL) 1-121



Rally Point 1-127

Release Point 1-132

Start Point 1-144

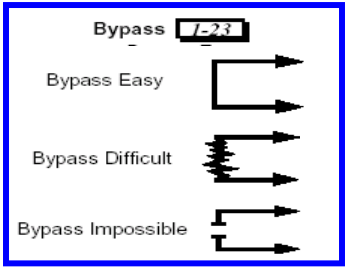
Way Point 1-162

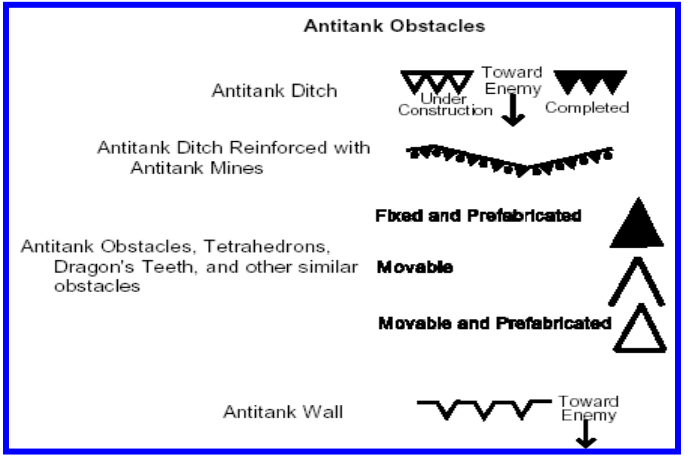
OPERATIONAL GRAPHICS
Mobility and Survivability

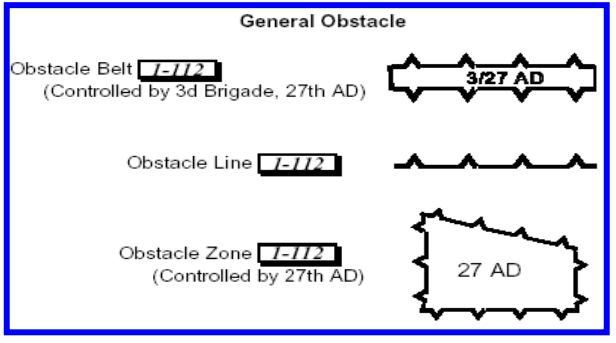
Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Abatis 1-1

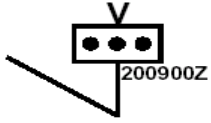






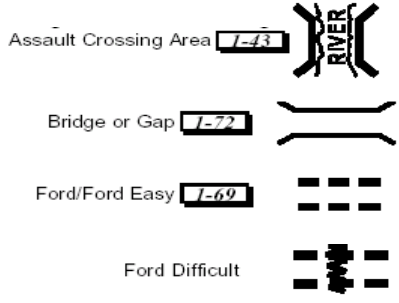
OPERATIONAL GRAPHICS
Mobility and Survivability
Operation Joint Guardian

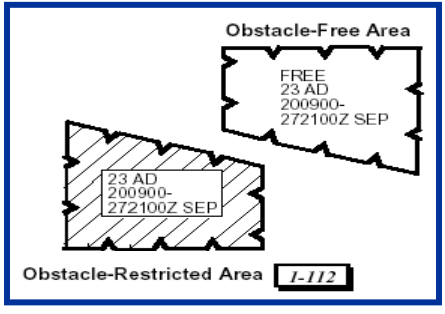
Unexploded Ordnance (UXO) Area
1-158

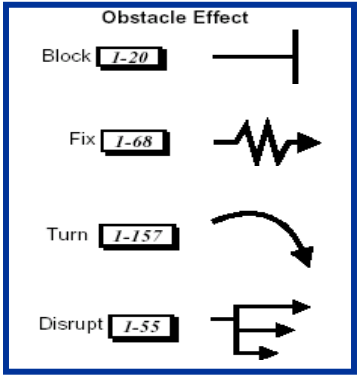


Executed Volcano Minefield
(The date-time group indicates the self-destruct time; the line indicates the center of mass of the Volcano minefield.)

Crossing Sites/Water Crossings







Trip Wire

Booby Trap 1-20

OPERATIONAL GRAPHICS
Mobility and Survivability

Operation Joint Guardian

Minefields 1-101

Planned Minefield (Unspecified mines)

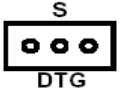
Completed Minefield (Unspecified mines)

Antipersonnel (AP) Minefield

Antitank (AT) Minefield with Gap (Show effective time and name of gap.)

Antitank (AT) Minefield (Line points to center of mass of minefield)

Scatterable Minefield (Unspecified mines) with Self-Destruct Date-Time Group
1-136



Antipersonnel (AP) Minefield Reinforced with Scatterable with Self-Destruct Date-Time Group

Mines

Antipersonnel (AP) Mine

Antitank (AT) Mine

Antitank Mine with Antihandling Device

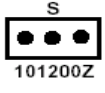
Directional Mine (Arrow Shows Effects) "Claymore Type Mine"

Unspecified Mine

Mine Cluster

Wide Area Mine

Scatterable Minefield (Antitank mines) with Self-Destruct Date-Time Group
1-136

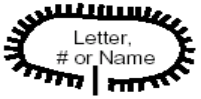


Mined Area

OPERATIONAL GRAPHICS
Mobility and Survivability
Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Strong Point 1-146 (Company-sized)
(Size indicator faces away from anticipated enemy direction; it is equally fortified on all sides.)



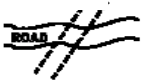
Foxhole, Emplacement 1-60 **, or Weapon Slit**

Fort

Fortified Line

Roadblocks, Craters, and Blown Bridges
1-42 1-135

Planned (Usually used to close a lane through an antitank ditch or other obstacle.)



Explosives,
State of Readiness 1 (Safe) 1-42

Explosives, State of Readiness 2
(Armed but passable)

Roadblock Complete (Executed)

Wire Obstacles

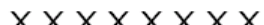
Unspecified

Single Fence

Double Fence

Double Apron Fence

Low Wire Fence



High Wire Fence

Single Concertina

Double Strand Concertina

Triple Strand Concertina

Earthwork, Small Trench, or Fortification
(Line points to exact location.) 1-65

Surface Shelter
Line points to exact location.)

Underground Shelter
(Line points to exact location.)

OPERATIONAL GRAPHICS
NBC
Operation Joint Guardian

Decontamination 1-46 Points

- Decon Site/Point (Unspecified) — 3 DCN
- Alternate Decon Site/Point (Unspecified) — 3 DCN ALT
- Decon Site/Point (Troops) 1-52 — 3 DCN T
- Decon Site/ Point (Equipment) 1-52 — 3 DCN E
- Decon Site/Point (Equipment and troops) 1-52 — 3 DCN E/T
- Decon Site/Point (Operational decontamination) — 3 DCN O
- Decon Site/Point (Thorough decontamination) — 3 DCN TH

Contaminated Areas

- Radioactive Area (Used to show the limits of the nuclear contamination. A dose rate contour line overlay should be used if entering the area.) — N — Shown in Yellow (If Available)
- Biologically Contaminated Area — B — Shown in Yellow (If Available)
- Chemically Contaminated Area — C — Shown in Yellow (If Available)

Biological and Chemical Attack Release Events

DTG | FREE TEXT | DTG | FREE TEXT

Downwind Direction

Downwind Direction

OPERATIONAL GRAPHICS
Combat Service Support (CSS)

Operation Joint Guardian

_SA

Support Areas: Brigade (BSA) 1-22
Division (DSA) 1-55
Regimental (RSA)

DETAINEE HOLDING AREA

Detainee Holding Area 1-52

FARP

Forward Arming and Refueling Point (FARP) 1-70

EPW HOLDING AREA

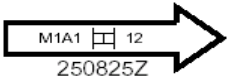
Enemy Prisoner of War (EPW) Holding Area 1-60

Convoys 1-39

Moving Convoy

Halted Convoy

A Column of 12 Medium Tanks at 0825 on the 25th



REFUGEE HOLDING AREA

Refugee Holding Area

Ambulance Exchange Point 1-8 — 3 AXP
(Point # 3 serviced by 2d Bde) — 2 BDE

Ammunition Points: ASP 1-8 — 3 ASP
ATP 1-8 — 3 ATP

Cannibalization Point 1-24 — 3 CAN

Casualty Collection Point (CCP) 1-24 — 3 CCP

Civilian Collection Point — 3 CIV

Detainee Collection Point 1-52 — 3 DET

Enemy Prisoner of War (EPW) Collection Point 1-60 — 3 EPW

Logistics Release Point (LRP) 1-93 — 3 LRP

Maintenance Collection Point 1-96 — 3 MCP

OPERATIONAL GRAPHICS
Combat Service Support (CSS)

Operation Joint Guardian

Supply Routes 1-95

Main Supply Route — MSR NAME

Alternate Supply Route 1-8 — ASR NAME

One-way Traffic — MSR NAME

Alternating Traffic — MSR NAME ALT

Two-way Traffic — MSR NAME

Traffic Control Post (TCP) 1-156 — 3 TCP

Trailer Transfer Point (TTP) 1-156 — 3 TTP

Unit Maintenance Collection Point (UMCP) 1-159 — 3 UMCP

Supply Points 1-27 1-147

General (For multiple classes of supplies, show outside upper right.) — I/V/IX

Class I

Class II — II

Class III

Class IV

Class V

Class VI

Class VII

Class VIII

Class IX

Class X — CA

Refuel on the Move (ROM) Point 1-131 — 3 ROM

Rearm, Refuel, and Resupply Point (R3P) 1-129 — 3 R3P

1st Battalion
77th Armored Regiment

STEEL TIGERS!

OPERATIONAL GRAPHICS

Unit Abbreviations, Indicators, and Location Symbols

Operation Joint Guardian

Unit Abbreviations

Long Name	Abbreviation
Air Assault	AASLT
Airborne	ABN
Armored Cavalry Regiment	ACR
Armored Division	AD
Cavalry Division	CAV
Infantry Division	ID
Light Infantry Division	ID(L)
Mechanized Battalion or TF	MECH
Mechanized Infantry Division	ID(M)
Mountain	MTN
Separate Armored Brigade	SAB
Separate Infantry Brigade	SIB
Separate Infantry Brigade (Light)	SIB(L)
Separate Infantry Brigade (Mechanized)	SIB(M)

Unit Size and Installation Indicator

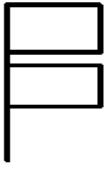
Size Indicator	Meaning
▬	Installation
Ø	Team/Crew
●	Squad
●●	Section
●●●	Platoon/Detachment
I	Company/Battery/Troop
II	Battalion/Squadron
III	Regiment/Group
X	Brigade
XX	Division
XXX	Corps
XXXX	Army
XXXXX	Army Group/Front
XXXXXX	Region

A solid line symbol represents a present or actual location.

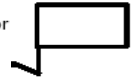
A broken line symbol indicates a future or projected location.

Basic symbols other than the headquarters symbol (for example, points) may be placed on a staff which is extended or bent. The end of the staff indicates the precise location.

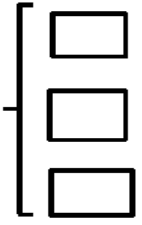
If several headquarters are at one location, more than one headquarters symbol can be on a single staff.



Since the headquarters symbol already includes a staff, this staff may be extended or bent. The end of the staff, or extension (if used), indicates the exact location of the headquarters.

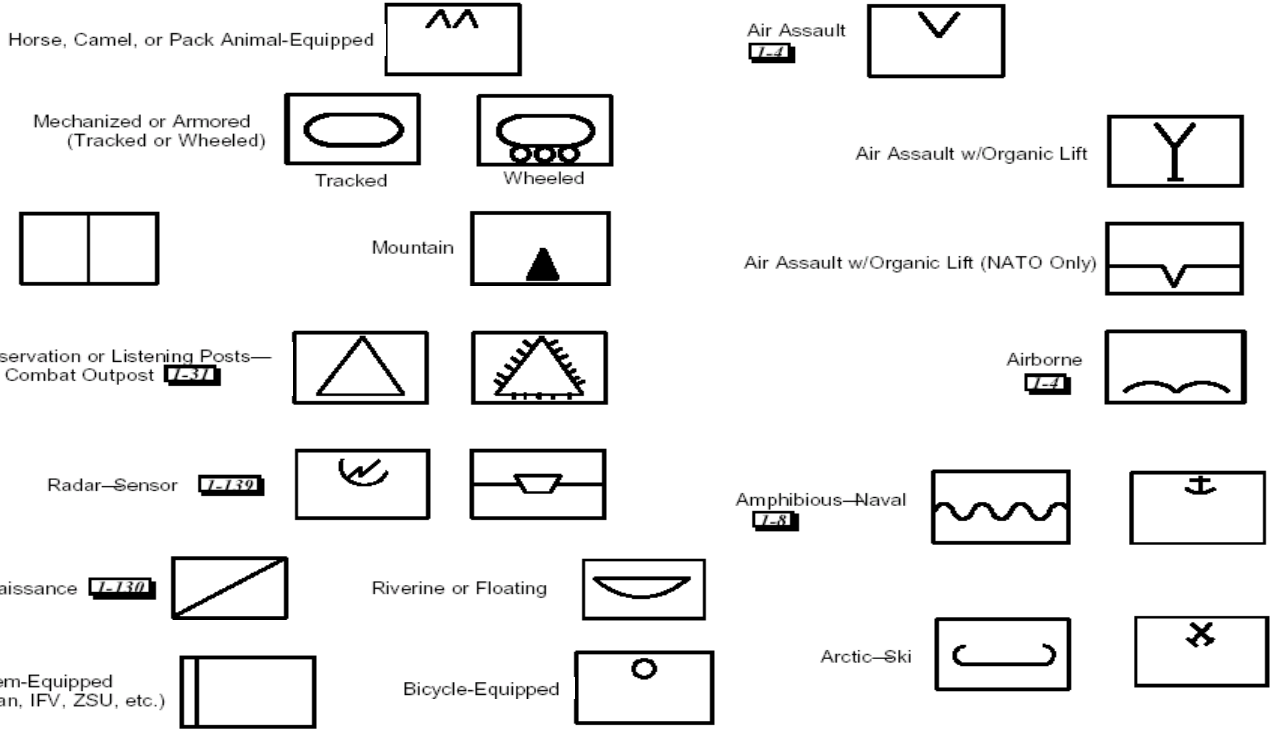


If a group of units or installations other than a headquarters is at one location, the grouping of symbols may be enclosed with a bracket and the exact location indicated with a staff.



OPERATIONAL GRAPHICS
Unit Symbol Modifiers

Operation Joint Guardian



OPERATIONAL GRAPHICS
Air Defense Artillery
Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Avenger (Motorized missile system)

Bradley Stinger (Tracked gun/missile combination)

Chaparral

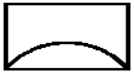
Hawk

Patriot

Stinger or Short Range/Low Altitude Missile

Theater Missile Defense 1-154

Air Defense 1-5



Generic Gun System-Equipped

Generic Missile
(Low, medium, and high altitude)
(Short, medium, and long range)

Radar (Target acquisition or tracking)

Generic Gun and Missile, Tracked, Armored System-Equipped Unit

Vulcan (Gun system)

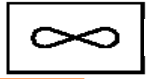
OPERATIONAL GRAPHICS
Combat Arms – Aviation & Chemical

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Aviation

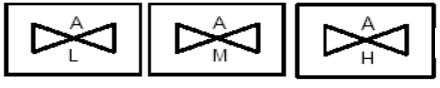
Aviation (Basic)


Fixed Wing

Rotary Wing (Basic)

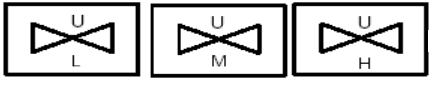
Air Cavalry

Reconnaissance (Scout) Helicopter (OH-58)



Attack Helicopter

Basic or Light (AH-1) | Medium (AH-64) | Heavy



Lift Helicopter

Basic or Light (UH-1 or 60) | Medium (UH-46 or 47) | Heavy CH-53

Chemical Corps
Nuclear, Biological, and Chemical

Smoke (Basic or truck-equipped, APC-equipped, HMMWV-equipped)

Smoke and Decontamination (Basic or Truck-equipped, APC-equipped, HMMWV-equipped)

Chemical and Nuclear Reconnaissance (Wheeled Armored Vehicle (FOX))

With M21

Biological Reconnaissance (HMMWV-equipped (BIDS))

NBC Observation Post (OP) (Dismounted)

NBC (Basic symbol)

Decontamination 1-46

OPERATIONAL GRAPHICS
Combat Arms – Engineers & Field Artillery

Operation Joint Guardian

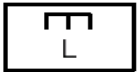
1st Battalion
77th Armored Regiment
STEEL TIGERS!

Engineer

Topographic

Air Assault Engineers

Airborne Engineers



Light Engineers

Mechanized Engineers

Engineer (Basic)

Armored Vehicle-Launched Bridge (AVLB)

Engineer Bridge

Floating Bridge

Railway Operating Unit

Scatterable Mine-Laying Unit

Combat (Dismounted and mechanized)

Construction (General, railway, pipeline)

Field Artillery

Field Artillery (Basic) (Towed)

Survey

Artillery Locating Radar
Target Acquisition Radar

Forward Observer Position

Rocket Artillery (MLRS or ATACMS)

Self-propelled (SP) Artillery

Sound Ranging (Target acquisition)

Surface-to-Surface Missile

Air/Naval Gunfire Liaison Company (ANGLICO) *I-6*

COLT *I-31* or FIST *I-67*

Tracked

Dismounted

OPERATIONAL GRAPHICS
Combat Arms – Infantry

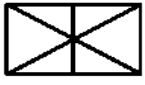
Operation Joint Guardian

Mechanized Infantry (In tracked infantry fighting vehicle (IFV) (Bradley, Marder, BMP, etc))

Mechanized Infantry (Dismounted from a tracked infantry fighting vehicle (IFV) (Bradley, Marder, BMP, etc))

Mechanized Infantry (In wheeled infantry fighting vehicle (IFV)) (Marine light armored infantry (LAI))

Motorized Infantry (Equipped with unarmored but armed wheeled vehicles) (HMMWVs with MK19s or .50-caliber machine guns)



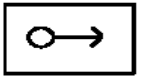
Mountain Infantry

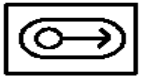
Naval Infantry

Observation Post/Outpost 1-112

Combat Outpost 1-31

Infantry (Basic)





Mortar

Air Assault 1-4 Infantry

Airborne 1-4 Infantry

Amphibious Infantry (USMC landing teams)—Naval Infantry

Arctic Infantry

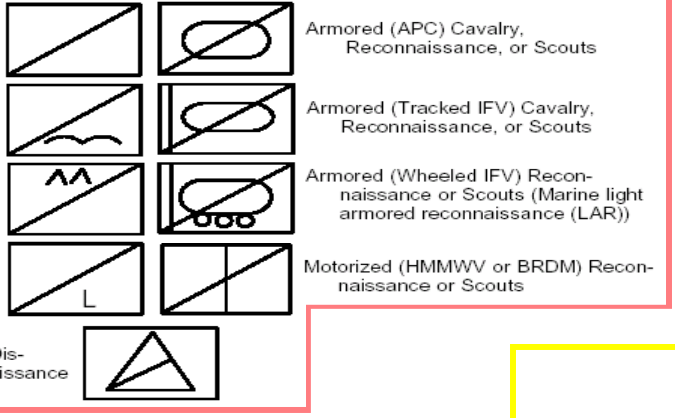
Light Infantry

Mechanized Infantry (In tracked armored personnel carrier (APC))

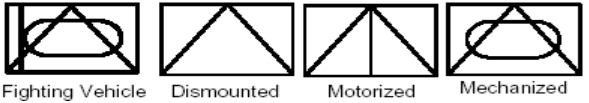
OPERATIONAL GRAPHICS
Combat Arms – Recon & Armor

Operation Joint Guardian

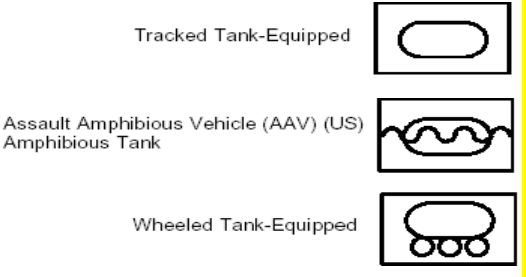
Reconnaissance 1-130


Reconnaissance, Cavalry, or Scouts (Basic or dismounted)
Armored (APC) Cavalry, Reconnaissance, or Scouts
Airborne Cavalry, Reconnaissance, or Scouts
Armored (Tracked IFV) Cavalry, Reconnaissance, or Scouts
Horse Cavalry, Reconnaissance, or Scouts
Armored (Wheeled IFV) Reconnaissance or Scouts (Marine light armored reconnaissance (LAR))
Light Cavalry, Reconnaissance, or Scouts
L
Motorized (HMMWV or BRDM) Reconnaissance or Scouts
Observation Post Occupied by Dismounted Scouts or Reconnaissance

Antiarmor

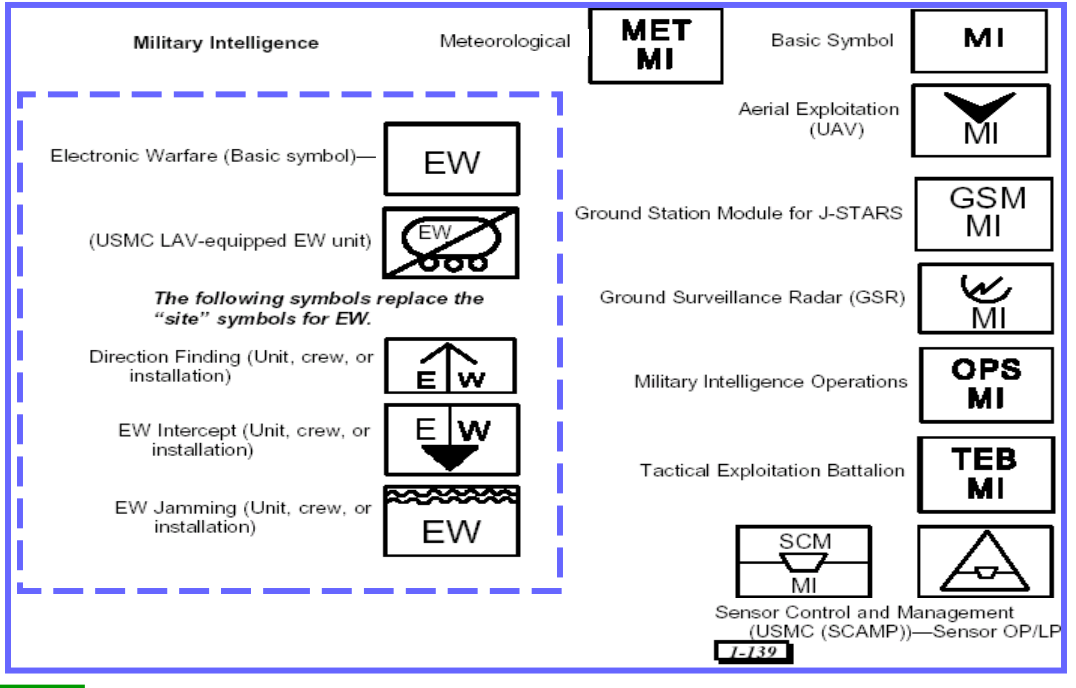


Armor



OPERATIONAL GRAPHICS
Combat Support – MI & MP

Operation Joint Guardian



MP

Law Enforcement-Army Military Police

OPERATIONAL GRAPHICS
Combat Arms - Signal
Operation Joint Guardian

Basic Symbol

Area Signal

Command Operations

Construction/Installers

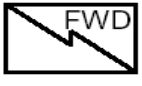
Forced Entry System

Tactical Satellite Communications

Telephone Switching Center

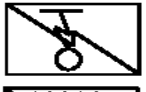
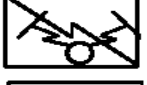
Teletype Center

Signal Support Operations



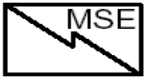
Forward Communications

Communications Configured Package (CCP); "Light" (LCCP) (Airborne)



Radio Relay Station--Retrans Station

Radio/Wireless Station--Radio Recon OP

Signal/Communications

Multiple Subscriber Element (MSE)


Large Extension Node (LEN)

Node Center

Remote Access Unit (RAU)

Small Extension Node (SEN)

OPERATIONAL GRAPHICS
Combat Service Support - Multifunctional

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

ASB — Area Support Battalion 1-11

XX
COSCOM — Corps Support Command (COSCOM)

III
CSG(F) — CSG(R) — Corps Support Group (Forward (F) and Rear (R))

III
FSS — Force Service Support Group (FSSG) (USMC)

II
CSB — Corps Support Battalion

X
DISCOM — Division Support Command (DISCOM)

II
DASB — Division Aviation Support Battalion

II
MSB — Main Support Battalion

II
FSB — Forward Support Battalion

Echelons Above Corps Combat Service Support

Corps Level Combat Service Support

Supply

Supply Trains 1-32

XX
TAA COM — Theater Army Area Command

XXX
TSC — Theater Support Command

III
ASG — Area Support Group

OPERATIONAL GRAPHICS
Combat Service Support

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Public Affairs 1-125 — PA

Broadcast Public Affairs Detachment — BPAD

Corps Media Center — PRESS

Joint Information Bureau (EAC) — JIB

Medical

Medical (Basic symbol)

Medical Treatment Facility (MTF) 1-4 (BAS) 1-99

Dental — D

Veterinary — V

Finance

Band

Laundry and Bath

Labor

Laundry, Shower, and Clothing Repair — LSCR

Maintenance 1-95

Service — SVC

Morale, Welfare, and Recreation (MWR) — MWR

Mortuary Affairs 1-105

Postal or Courier

Replacement Holding Unit — RHU

Salvage 1-27 1-136 — SALV

Personnel Services — PS

OPERATIONAL GRAPHICS
Combat Service Support (cont.)

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Transportation

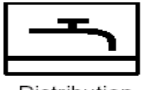
Transportation (Basic symbol)

Railhead 1-127

Seaport (SPOD or SPOE) 1-122 1-137

Airfield/Airport (APOD or APOE) 1-3 1-122

Purification



Distribution

Water 1-27

SPT

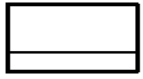
Support

All Classes

Multiple Classes

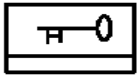
Supply

Supply (Basic symbol)
Classes of Supply 1-27



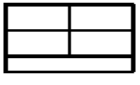
Class I 1-27 (Food)

Class II 1-27 (Clothing, individual equipment, tentage, organizational tool sets)

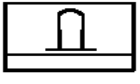


Class III 1-27 (Petroleum supply)

Class IV 1-27 (Construction & barrier material)

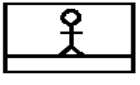


Class VIII 1-27 (Medical supplies)



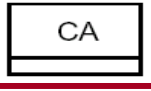
Class V 1-27 (Ammunition)

Class IX 1-27 (Repair parts)



Class VI 1-27 (Personal demand)

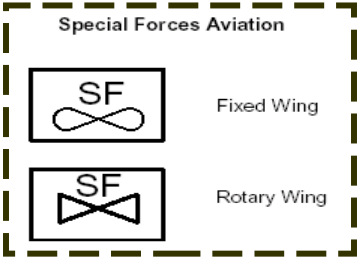
Class X 1-27 (Agricultural and nonmilitary material not in the other classes of supply)

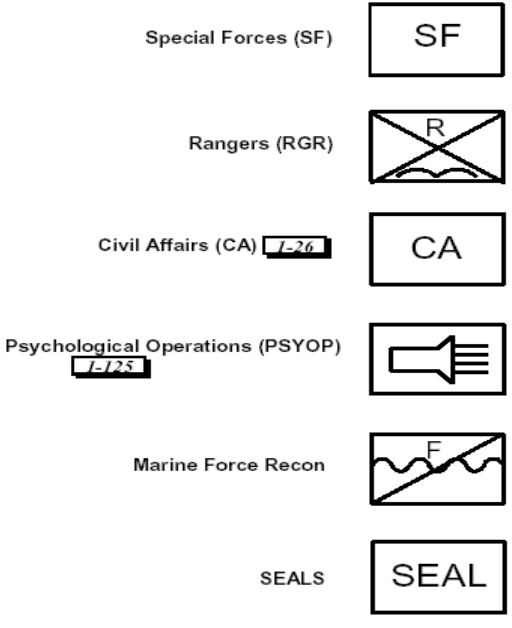


Class VII 1-27 (Major assemblies)

OPERATIONAL GRAPHICS
Special Operations Forces (SOF)

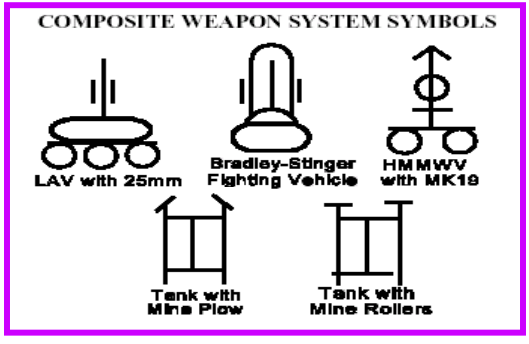
Operation Joint Guardian

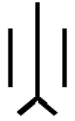




OPERATIONAL GRAPHICS
Equipment Symbology

Operation Joint Guardian





Light antitank gun

Rifle/light automatic weapon (M16)

Rocket launcher

Medium machine gun (7.62 mm)

Tracked, self-propelled medium howitzer

Heavy machine gun (.50 cal)

Air defense missile

Air defense gun

Medium mortar

MK19

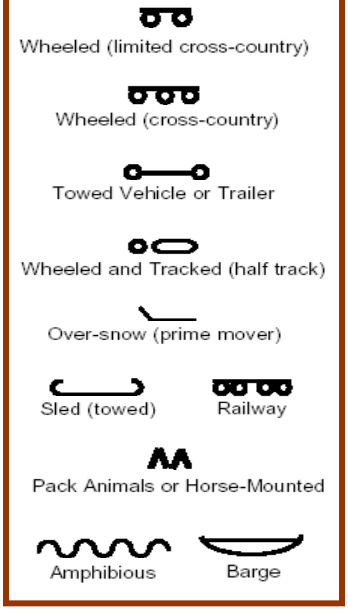
M203

OPERATIONAL GRAPHICS
Equipment Symbols & Modifiers

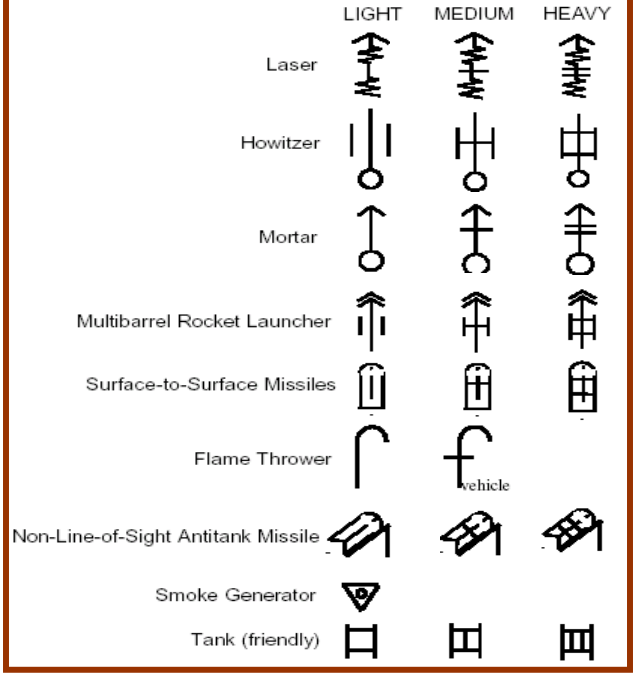
Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

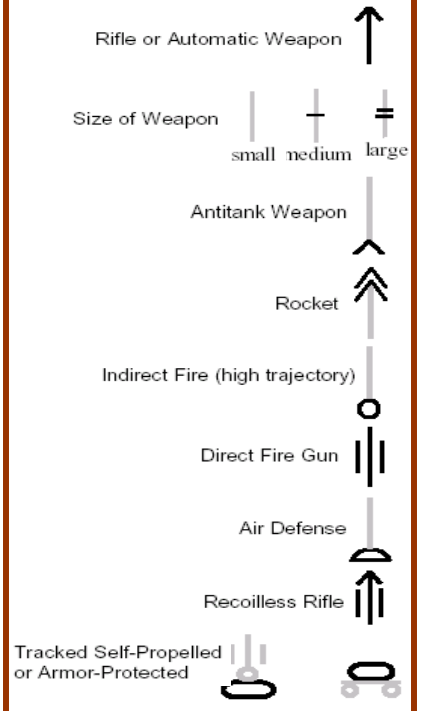
MOBILITY MODIFIERS



TYPES OF GROUND EQUIPMENT



MODIFIERS



OPERATIONAL GRAPHICS
Vehicle Symbols
Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

AIRCRAFT/AERIAL VEHICLES

HELICOPTER

Civilian

Attack
(Navy; ASW & ASUW)

Reconnaissance

Transport
(Air Force; HH-53)

Support (SAR & C2)
(Navy; MCM)

EXAMPLES OF ENEMY EQUIPMENT

Enemy tank

121800Z

An enemy 57-mm antitank gun, reported at this location at 1200Z on the 12th of the current month.

ENY

Enemy wheeled infantry fighting vehicle

Enemy tracked infantry fighting vehicle

VEHICLE SYMBOLS

Tractor, Full-tracked Low-speed (dozer)

Hovercraft

Infantry Fighting Vehicle

Armored Personnel Carrier

Cargo or Personnel Carrier

Train Engine/Locomotive

Armored Combat Earthmover (ACE)

Armored Vehicle-Launched Bridge (AVLB)

Armored Vehicle-Mounted MICLIC (AVLM)

Trailer-mounted MICLIC

Armored Carrier with Volcano

Truck-mounted Volcano

OPERATIONAL GRAPHICS
Headquarters Types

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Base Defense Operations Center (BDOC)
1-16
BDOC

Rear Command Post (REAR)
1-129
REAR

Field Trains Command Post (FTCP)
1-65
FTCP

Combat Trains Command Post (CTCP)
1-32
CTCP

Tactical Operations Center (TOC)
1-150
TOC

Assault Command Post (ASLT)
1-12
ASLT

Tactical Command Post (TAC)
1-150
TAC

Command Group (CMD GP)
1-34
CMD

Forward Command Post (FWD)
FWD

Main Command Post (MAIN)
1-95
MAIN

OPERATIONAL GRAPHICS
Enemy Unit and Equipment Symbols

Operation Joint Guardian

ENEMY COMBAT SUPPORT UNITS

Signal

Military Police

Military Intelligence

Civil Affairs

ENEMY COMBAT SERVICE SUPPORT UNITS

All Classes of Supply

Medical

Maintenance

Medical Treatment

Attack Helicopter (On Ground)

Attack Helicopter Company (In Flight)

Air Defense Brigade

Motorized In Division HQ

Mechanized Engineers

Engineers

Self-Propelled Artillery

Artillery

Armor Platoon

Armored Cavalry/Scouts

Cavalry/ Reconnaissance

Motorized Scouts

Antitank

Infantry Battalion

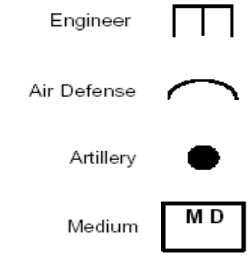
Mech In Company

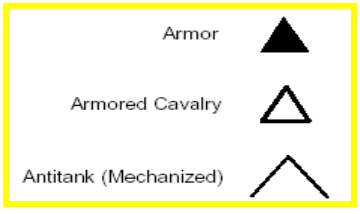
Airborne Infantry

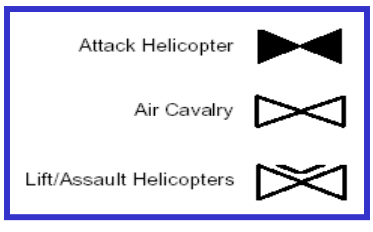
Air Assault In (With Aircraft)

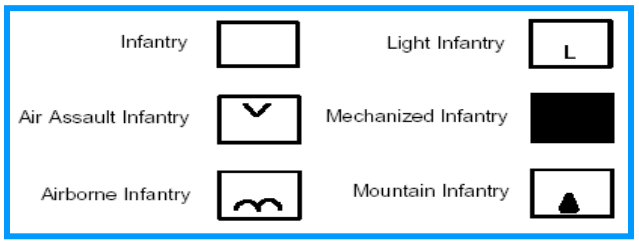
Air Assault In (Without Aircraft)

OPERATIONAL GRAPHICS
Decision Graphics
Operation Joint Guardian









1st Battalion
77th Armored Regiment

STEEL TIGERS!

OPERATIONAL GRAPHICS
Stability and Support Operations

Operation Iraqi Guardian

UNKNOWN ACTIVITIES, UNITS, OR FACILITIES

BOMB — Bomb/Bombing

PSYOP (written)

MASS — Demonstration

NEUTRAL (NGO OR PVO) ACTIVITIES, UNITS, OR FACILITIES

Medical Treatment Facility (Established by the Red Cross, a PVO) 1-99 — RED CROSS

Refugees

Food Distribution (by an NGO 1-110 or PVO 1-124)

GRAPHIC CONTROL MEASURES

Zone of Separation (ZOS)

Linear

YU XXXXXX NATO

NATO XXXXXX BK

Isolated or Nonlinear

YU XXXXXX UN

UN XXXXXX BK

FRIENDLY UNITS, ACTIVITIES, OR FACILITIES

Arrest (Arrest of hostiles by friendly military, police, or other paramilitary organizations friendly to US Forces and goals.)

Demonstration 1-50 — MASS

House-to-House Propaganda 1-125

Internal Security Force (ISF) (Paramilitary organizations or militias, whose primary purpose is internal defense.) — ISF

Refugees 1-131

Safe House 1-136 — SAFE

Written Propaganda 1-125 — W

OPERATIONAL GRAPHICS
Stability and Support Operations
Operation Iraqi Guardian
bology

1st Battalion
77th Armored Regiment
STEEL TIGERS!

Ambush

Ammunition Cache

Arson/Fire

Artillery/Artillery Fire

Assassination/Murder/Execution

Black List Location 1-19

Bomb/Bombing

Boobytrap 1-20

Demonstration

Drive by Shooting

Drug Operation

Drug Vehicle

Electronic Warfare Intercept

Extortion

Foraging/Searching

Graffiti

Kidnapping

Gray List Location 1-73

Helicopter (civilian being used by hostiles or insurgents)

Hijacking

Hostile or Insurgent Infantry

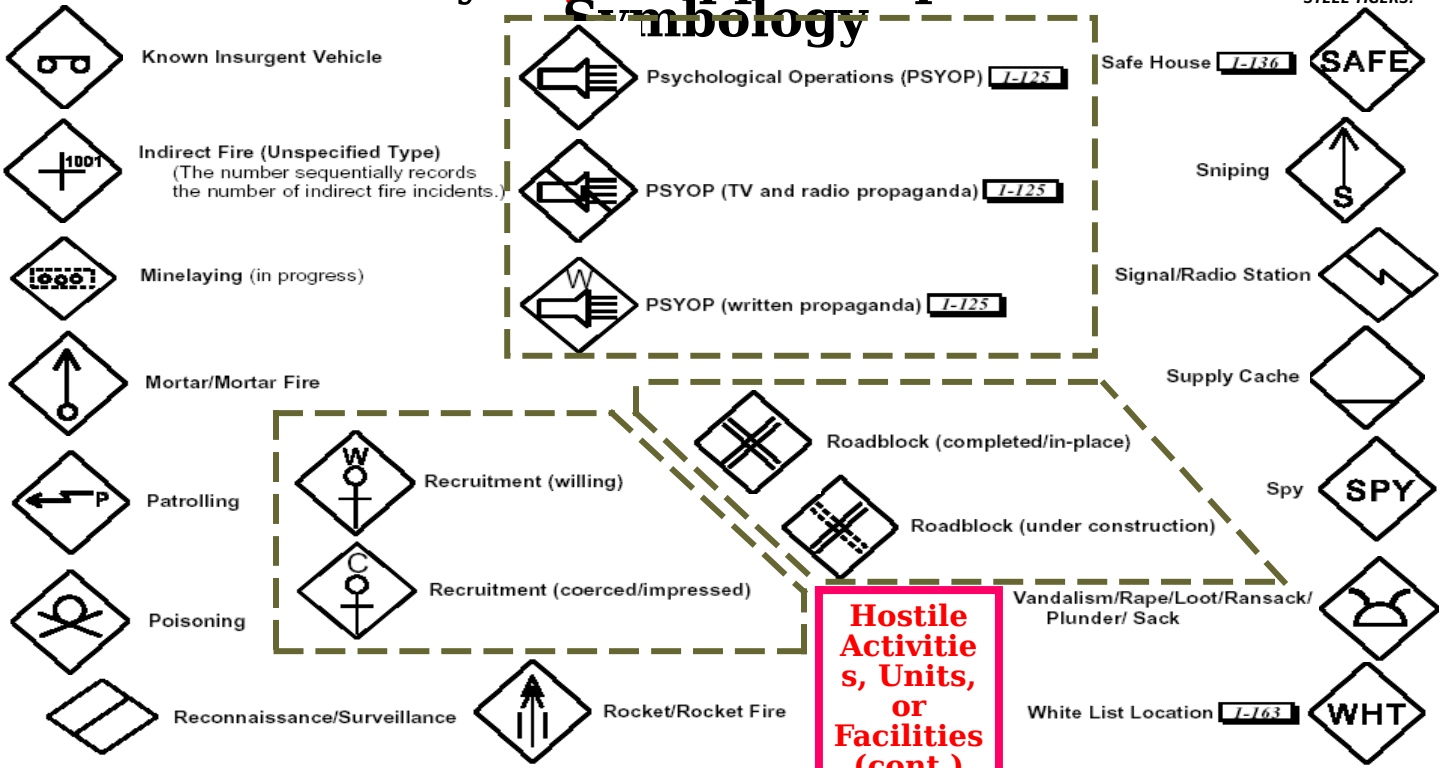
Hostile or Insurgent Motorized Infantry

Hostile Activities, Units, or Facilities

1st Battalion
77th Armored Regiment
STEEL TIGERS!

OPERATIONAL GRAPHICS
Stability and Support Operations Symbology

Operation Iraqi Guardian



TACTICAL TASKS

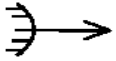
Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

RED: FM 101-5-1 Definition

AMBUSH:
"A surprise attack by fire from concealed positions on a moving or temporarily halted enemy."



ASSAULT:
"The culmination of an attack which closes with the enemy. To make a short, violent, but well-ordered attack against a local objective, such as a gun emplacement or fortified area."

ATTACK BY FIRE:
"Fires (direct and indirect) employed to destroy the enemy from a distance, normally used when the mission does not dictate or support occupation of the objective. This task is usually given to the supporting element during the offensive and as a counterattack option for the reserve during defensive operations. An attack by fire is not done in conjunction with a maneuvering force. When assigning this task, the commander must specify the intent of fire—either to destroy, fix, or suppress." A task assigned to a unit requiring a continuous and consistent rate of direct fire aimed at an enemy position or moving enemy force. The tasked unit uses its superior weapon standoff verses the enemy's to destroy the enemy.

ATTRIT (ATTRITION):
"The reduction in the effectiveness of a force caused by the loss of personnel or material." A force assigned the task of "attrit" should normally be assigned the degree of success to be achieved in support of its purpose.

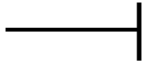
TACTICAL TASKS (cont.)

Operation Joint Guardian

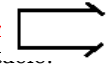
1st Battalion
77th Armored Regiment

STEEL TIGERS!

BLOCK:
"A task assigned to a unit which requires it to deny the enemy access to a given area or to prevent enemy a given direction or an avenue of approach. It may be for a specified time. Units assigned this task may have terrain and accept decisive engagement." A unit so tasked has great freedom of action to achieve the desire But, the tasker must indicate whether the enemy is to be denied access to a given area or a specific direction.



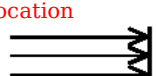
BREACH:
"A tactical task where any means available are employed to break through or secure passage through an enem obstacles, minefield, or fortification." The intent is to create a passage for a force or element through the obst



BYPASS:
"A tactical task that involves maneuvering around an obstacle, position, or enemy force to maintain the momen of advance. Bypassed obstacles and enemy forces are reported to higher headquarters." Primarily a physical l on a route. However, an enemy or friendly unit may be bypassed in a similar way.

CANALIZE:
"To restrict operations to a narrow zone by use of existing or reinforcing obstacles or by fire or bombing. A tac task used to restrict operations to a narrow zone by the use of obstacles, fires, or unit maneuvering or positioni To channel the enemy into a particular direction, therefore, the desired direction must be stated in the tasking.

CLEAR:
"A tactical task to remove all enemy forces and eliminate organized resistance in an assigned zone, area, or location by destroying, capturing, or forcing the withdrawal of enemy forces such that they cannot interfere with the unit's ability to accomplish its mission." A task which anticipates and requires the destruction of an enemy fo seizure of key terrain, and the reduction of obstacles; all of which would collectively delay or preclude the mo of following forces. As such, a forward passage of line is inherent in the tasking. Additionally, a unit so tasked requires engineers and/or infantry to clear an area, route, road, etc.



TACTICAL TASKS (cont.)

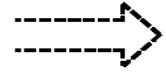
Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

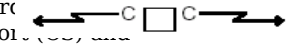
CONTAIN:
"To stop, hold, or surround the forces of the enemy or to cause the enemy to center activity on a given front a prevent his withdrawing any part of his forces for use elsewhere." The limits of the containment may be expr in terms of geography or time. A task which restricts an enemy's freedom of action within a defined area. A "block" it may be for only a specific period of time."

COUNTERATTACK:
Friendly Forces Oriented. "An attack with a reserve or lightly committed forward element launched after the e its attack, after the Commander has identified the enemy's effort, or when a resolute defense creates an assaila



COUNTERATTACK BY FIRE:
An attack launched after the enemy begins its attack, after the Commander has identified the enemy's effort, defense creates an assailable flank; using fires employed to destroy the enemy from a distance; without occu

COVER:
"A type of security operations that protects the force from surprise, develops the situation, and gives commanders time and space in which to respond to the enemy's actions." A task assigned to a unit/force that accomplishes all the tasks of screening and guard forces. Additionally, a covering force operates apart form the main body to develop the situation early and deceives, disorganizes, and destroys, enemy forces. Unlike screening or guard covering force is a tactically self-contained force (that is, it is organized with sufficient combat suppor combat service support (CSS) forces to operate independently of the main body). A force assigned the task to "cover" normally operates outside indirect fire range of the main body. "Cover" is one of the tasks in security force operations. Larger units (i.e ACRs) often conduct covering force operations.



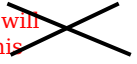
TACTICAL TASKS (cont.)

Operation Joint Guardian

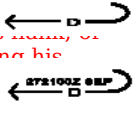
1st Battalion
77th Armored Regiment

STEEL TIGERS!

DEFEAT:
Enemy Oriented. "A tactical task to either disrupt or nullify the enemy force commander's plan and subdue his will to fight so that he is unwilling or unable to further pursue his adopted course of action and yields to the will of his opponent."



DELAY:
"Usually conducted when the commander needs time to concentrate, preserve, or withdraw forces; to establis in greater depth; to economize in an area; to cover a defending or withdrawing unit; to protect a friendly unit's flank; or to complete offensive actions elsewhere. In the delay, the destruction of the enemy force is secondary to slowing his advance to gain time." To trade space for time, inflict maximum damage on the enemy force, and preserve the within the limits established by the commander. "Delay" may also be used as an operation for larger units.



DEMONSTRATE (DEMONSTRATION):
"An attack or show of force on a front where a decision is not sought, made with the aim of deceiving the enemy. Type of attack that is a deception similar to a feint, with the exception that no contact with the enemy is sought. In stability and support operations, an operation by military forces in sight of an actual or potential enemy to show military capabilities." This tasking, when given to a unit at the task force level, requires the unit to be observed by the enemy beyond the range of direct fire weapons. As a result this is not a common task except in terrain which provides virtually unobstructed observation such as some deserts or mountains. With current weapons systems this is a rather daring task.

DESTROY:
"A tactical task to physically render an enemy force combat-ineffective unless it is reconstituted. To render a target so damaged that it cannot function as intended nor be restored to a usable condition without being entirely rebu To physically disable the majority of enemy vehicles and to kill the majority of the enemy soldiers. A task focused solely on the enemy force rendering them physically incapable of combat.

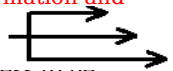
TACTICAL TASKS (cont.)

Operation Joint Guardian

DISENGAGE (DISENGAGEMENT):
"Breaking contact with the enemy and moving to a point where the enemy can night observe nor engage the unit by direct fire."

DISPLACE:
"To leave one position and take another. Forces may be displaced laterally to concentrate combat power in threatened areas." A unit displaces when it is not engaging an enemy force. Otherwise, it must first be disengaged.

DISRUPT:
"A tactical task or obstacle effect that integrates fire planning and obstacle effort to break apart an enemy's formation and tempo, interrupt the enemy's timetable, or cause premature commitment of enemy forces, or the piecemealing
To counter the enemy's initiative and synchronization, preventing him from concentrating overwhelming combat against a friendly force. A force assigned that task of "disrupt" should normally be assigned the degree of success to be achieved and/or the duration of the "disruption" in relationship to its purpose.



EXFILTRATE (EXFILTRATION):
"The removal of personnel or units form areas under enemy control. The removal of personnel or units form areas under enemy control by stealth, deception, surprise, or clandestine means." To move from an enemy area with maximum stealth. A task which can be time consuming. Additionally, the level of command may be controlled to limit freedom of action in execution.

EXPLOIT:
Not an exploitation: rather a task focusing a force on the development of enemy actions, or development of a friendly situation, to achieve a higher commander's goal or intent. Exploit is the most unrestricted task an element may receive. Normally it is issued in a FRAGO during execution when committing a reserve. The commander so tasked must be able to act independently, guided only by his higher commander's intent and his own assessment of what can be accomplished as a result of the opportunities inherent with the current situation.

FEINT:
"A type of attack used as a deception intended to draw the enemy's attention away form the area of the main attack. This induces the enemy to move his reserves or to shift his fire support in reaction to the feint. Feints must appear real and therefore require some contact with the enemy. Usually a limited-objective attack ranging in size from a raid to a supporting attack is conducted."

TACTICAL TASKS (cont.)

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FIX:
"A tactical task in which actions are taken to prevent the enemy from moving any part of his forces either form a specific location or for a specific period of time by holding or surrounding them to prevent their withdrawal for use el

Generally a task given to one element to allow another friendly element to move to a position of advantage in relation to the enemy force "fixed", or to prohibit the "fixed" force form interfering and/or moving to fire on another friendly force.

FOLLOW AND ASSUME:
Friendly Force Oriented. "An operation in which a committed force follows a force conducting an offensive and is prepared to continue the mission of the force it is following when that force is fixed, attritted, or oth to continue. Such a force is not a reserve but is committed to accomplish specified tasks."

FOLLOW AND SUPPORT:
"An operation in which a committed force follows and supports the mission accomplishment of a force conducting an offensive operation. Such a force is not a reserve but is committed to accomplish any or all of these tasks: bypassed units; relieve in place any direct pressure or encircling force that has halted to contain the enem movement of enemy reinforcements; secure lines of communication; guard prisoners, key areas, and installations; secure key terrain; and control refugees."

GUARD:
"A security element whose primary task is to protect the main force by fighting to gain time, while also observing and reporting information. A form of security operation whose primary task is to protect the main force by fighting to gain time while also observing and reporting information, and to prevent enemy ground observation fire against the main body by reconnoitering, attacking, defending, and delaying. A guard force norma within the range of the main body's indirect fire weapons." Accomplishes all the tasks included in scree

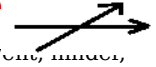
Additionally, a guard force prevents enemy ground force reconnoiters and attacks, and it may defend or delay as necessary to accomplish its mission. A security task in which the tasked element has the responsibility and obligation to fight as necessary to protect the friendly force it is securing.

TACTICAL TASKS (cont.)

Operation Joint Guardian

INFILTRATE:
"A choice of maneuver that entails movement through or into an area occupied by an enemy or a friendly force by small groups or individuals at extended or irregular intervals in which contact with the enemy is avoided. When used in conjunction with a tactical vehicular march, vehicles are dispatched individually or in small groups at irregular intervals to reduce density and prevent undue massing of vehicles." To move into an enemy area with maximum stealth: a time consuming process. The level of infiltration may be controlled by limiting infiltration by size unit, time, or both.

INTERDICT:
"Using fire support or maneuver forces: to seal off an area by any means; to deny use of a route or approach; A tactical task which is oriented on the enemy to prevent, hinder, or delay the use of an area or route by enemy forces."



must clearly delineate what the interdiction must achieve. Is it to "isolate" or "seal off" an area, or is it to prevent, hinder, or delay the use of an area or route by enemy forces? The purpose cannot be ambiguous.

ISOLATE:
Enemy Oriented. "A tactical task to seal off (physically and psychologically) the enemy from his source of support deny him freedom of movement, and prevent him from having contact with other enemy forces. An enemy must allowed sanctuary within his present position."

NEUTRALIZE:
"To render enemy personnel or material incapable of interfering with a particular operation." When so tasked clearly understand what must be "neutralized". It is ambiguous to simply state "neutralize enemy preparation" enemy security forces". The tasker must state what is to be rendered ineffective or unusable or incapable of in with the operation.

TACTICAL TASKS (cont.)

Operation Joint Guardian

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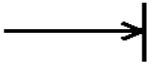
OCCUPY:
"A tactical task in which a force moves onto an objective, key terrain, or other man-made or natural terrain area opposition, and controls that entire area. To remain in an area and retain control of that area." To task a unit to ld physically position itself in a specified area. The command issuing the task does not envision the unit to have to accomplish the task.

PENETRATE (PENETRATION):
"A form of offensive which seeks to break through the enemy's defense and disrupt the defensive system."
To gain or force physical entry into an enemy's defensive position or area. This requires the force to physica enter the enemy's position or area.



PURSUE:
Not a pursuit. To task a unit to maintain contact with an enemy force. A limitation can be given as to how or where it can accomplish contact.

RECON:
"An operation designed to obtain information on the enemy, potential enemy, or the characteristics of a particular area. The precursor to all operations, which may be accomplished through passive surveillance, technical means, or human interaction, or through fighting for information." A task undertaken to obtain information by visual observation, or other detection methods, about the activities and resources of an enemy, or about the meteorologic, hydrographic, or geographic characteristics of a particular area.

RELIEF IN PLACE (RIP):
Friendly Force Oriented. "An operation in which all or part of a unit is replaced in an area by an incoming unit. The responsibilities of the replaced elements for the mission and assigned zone of operations are transferred to the incoming unit."

RETAIN:
"A tactical task to occupy and hold a terrain feature to ensure it is free of enemy occupation or use." This task ass in "shaping" the battlefield, protecting flanks, or as a position through which a counterattack may be launched. T purpose of the retention is key in fulfilling this task. Directing units to retain a "battle position" is incorrect: the position is merely a control measure which limits the freedom of action of a unit to a specific area.

TACTICAL TASKS
(cont.)
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RETIRE (RETIREMENT):
Friendly Force Oriented. "A type of operation in which a unit conducts a directed, organized movement to the rear or away from the enemy. Forms of retrograde include delay, withdrawal, and retirement." The force is not in cc

the enemy and does not anticipate significant contact with the enemy.

RUPTURE:
"A task to create a gap in enemy defensive positions quickly." Generally, the tasked unit is operating as a part of a force executing a breakout operation.

SCREEN:
"A task to maintain surveillance; provide early warning to the main body; or impede, destroy, and harass enemy reconnaissance within its capability without becoming decisively engaged." A task to provide early wa

main body, impedes and harasses the enemy with supporting indirect fire, and destroys enemy reconnai
elements within its capability. Its freedom of action is limited in its physical proximity to the friendly force it's securing.

SECURE:
"A tactical task to gain possession of a position or terrain feature, with or without force, and e deploy in a manner which prevents its destruction or loss to enemy action. The attacking force may or may not have to physically occupy th

The command issuing the task during an attack does not anticipate the unit to have to fight to gain the terrain to d.
The terrain is not yet in the possession of the friendly force or tin the control of the enemy. After securing the area the unit may then have to fight to prevent its loss. This task hinders more freedom of action than does "retain."

SEIZE:
"A tactical task to clear a designated area and obtain control of it." A task which is intended to take control of ar

terrain from an enemy force. The enemy must be destroyed, or so it is envisioned, in order to "seize" terrain. Al
consolidation is accomplished, "seizing" anticipates other taskings in addition to merely seizing the objective are
other cases, the purpose of the seizure is necessary to allow initiative by subordinates.

TACTICAL TASKS
(cont.)
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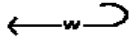
SUPPORT BY FIRE:
"A tactical task in which a maneuver element moves to a position on the battlefield where it can engage the enemy by direct fire to support a maneuvering force by either support by fire by overwatching or by establishing a base of fire. The maneuver element does not attempt to maneuver to capture enemy forces or terrain." A description of how a unit is limited in prod specific results (suppress, fix, destroy) by fire only, from a general area. The specific results must be stated as w This task is done in conjunction with a maneuvering force. Support by Fire is accomplished in one of two ways: overwatching or establishing a base of fire.

a. Support by Fire by Overwatching: This consists of observing known or suspected enemy locations, and engaging the enemy if he is visible or tries to fire on the friendly maneuver element. Overwatching frequently transitions into suppression of know or suspected enemy locations.

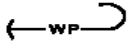
b. Support by Fire by Establishing a Base of Fire: This actively suppresses an objective with direct and indirect fire, even though the enemy has not shown himself and is not firing on the friendly maneuver element. The base of fire always fires at the objective to support a moving unit's assault.

SUPPRESS (SUPPRESSAN):
"A tactical task to employ direct or indirect fires, electronic attack, or smoke on enemy personnel, weapons, or equipment to prevent or degrade enemy fires and observation of the friendly forces."

WITHDRAW.:
Friendly Force Oriented. "A type of retrograde where a force in contact plans to disengage from the enemy and in a direction away from the enemy."



WITHDRAW UNDER PRESSURE:
Friendly Force Oriented. A type of retrograde where a force in contact plans to disengage form the enemy and a direction away from the enemy, while in contact with that enemy.



AFTER ACTION REVIEWS (AARs)

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THE AFTER ACTION REVIEW SEQUENCE

1. State the training objectives
2. Have the OPFOR leader restate his mission and present his plan
3. Have the unit leader restate his mission and present his plan
4. Review actions before first detection or contact
5. Review first detection or contact
6. Review report of first detection or contact
7. Review reaction to detection or contact
8. Review FRAGO if used
9. Review events during engagement
10. Review subsequent events
11. Review extent to which unit met training objectives [Trained / Practice Required / Untrained performance]
12. Have participants summarize the major learning points [basis for training objectives in next exercise]

AFTER ACTION REVIEW TECHNIQUES

1. Use leading questions to guide the participants [an example of a leading question is “do you think that was a proper way to establish security?”
2. Cut off inappropriate discussion, particularly excuses and doctrinal debates
3. Keep the review short and simple
4. Allow all participants to contribute, not just the unit leaders
5. Don’t allow the participants to point fingers, attack or humiliate each other
6. Let the participants identify their own mistakes, the controller does not critique
7. Guide the participating leaders to identify the major learning points and let them decide if they met the training objective standard
8. End the review with a concise summary of lessons learned and training objectives met and not met. DO NOT CRITIQUE. State the remedial training needs and the training objectives for the next exercise

OPERATIONS WITH COALITION FORCES

Operation Joint Guardian

PLANNING CONSIDERATIONS

- Common Language
- Equipment Compatibility:
  - + Class III/V
  - + Communications
  - + Class IX
  - + Common Maps
- Familiarity with US Doctrine / Tactics / Graphics / LNOs With Common Language
- Level of Training of the Unit
- Experience Level of Leaders
- Identification / Recognition / Vehicle Marking
- Common ROE / Force Protection Policy

INFLUENCE

- Task Organization
- Role Within the BCT Scheme of Maneuver

OPERATIONS OTHER THAN WAR

Operation Joint Guardian

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PRINCIPLES

PERSEVERANCE
- Prepare for the measured, protracted application of military capability in support of strategic aims

RESTRAINT AND ROE
- Apply appropriate military capability prudently

SECURITY
- Never permit hostile factions to acquire an unexpected advantage

OBJECTIVE
- Direct every military operation toward a clearly defined, decisive, and attainable objective

UNITY OF EFFORT
- Seek unity of effort toward every objective

LEGITIMACY
- Sustain the willing acceptance by the people of the right of the government to govern or of a group or agency to make and carry out decisions

OPERATIONS OTHER THAN WAR

Operation Joint Guardian

UNIQUE CONSIDERATIONS

INTELLIGENCE PREPARATION OF THE BATTLEFIELD
- Difficulty in identifying the threat
- Lack of a threat data base
- Difficulty in translating traditional products to different environment

FORCE SUSTAINMENT
- Extremely austere environment
- Lack of host nation support
- Multiple threats

MEDIA INVOLVEMENT
- Few guidelines to follow
- Potential for high visibility incidents

INDIVIDUAL / UNIT TRAINING
- Often deferred
- Lack of familiarity with TTP
- Lack of language capability
- Stress soldier discipline and appearance

ADAPTABILITY
- Need to modify existing TTP to fit current environment
- Need to develop new TTPs

8 STAFF COMPETENCIES:

Operation Joint Guardian

PSO

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1: ID / ANTICIPATE REQUIREMENTS

- "Is/Was vs. Going to be"
- Identify and post significant activities within TF sector
- Use DST / SITTEMP to refine targeting procedures
- CCIR

3: MANAGE INFORMATION

- Receive and analyze the information
- Determine whether it is critical, exceptional, or routine
- Determine what to do with it: Display? Disseminate?
- "Who else needs to know?"
- Ensure the field reports what thy see, not what they think they see
- Drop to subordinate nets (as needed) to get information

4: MAKE RECOMMENDATIONS

- Change plans
- Execute Branch or Sequel plans
- Commit resources (QRF)
- Must include advantages, disadvantages, risk to the force, supportability, and overall effect on the operations

2: MONITOR COMBAT OPERATIONS

- Battle Track locations of all forces (Organic, Attached, Adjacent, IOs, MNB-E forces) – who's in our sandbox?
- Critical Information (Contact, Movement, Locations)
- Combat Power
- Obstacles (mines / UXOs)
- Changes in the status of supporting units
- Status and location of QRFs
- Decision Points for committing QRF
- Location and Status of NGOs and civilians in

5: DIRECT ACTIONS
6: CONDUCT COORDINATE
7: SYNCHRONIZE OPERATIONS
8: MAINTAIN CONTINUITY

- As appropriate, direct subordinate actions
- Cross-talk and perform coordination from a central location
- Track unit positions and actions
- Track key leader and key asset locations
- Conduct seamless shift changes ensuring no loss of detail

TOC FUNCTIONS: PSO vs. HIC

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6 BASIC FUNCTIONS OF A CP

2. Receive information
3. Distribute Information
4. Analyze Information
5. Submit Recommendations to the commander
6. Integrate Resources
7. Synchronize Resources

HIC OPERATIONS

1. Information collection focused primarily on enemy operations
2. Information distribution revolves primarily to HHQ and subordinate units
3. Analysis techniques covered by BOS elements
4. Submit recommendations to the commander
5. Integration involves primarily U.S. (organic to DIV) forces
6. Synchronize resources

PSO OPERATIONS

1. Information collection / management focused by targeting requirements
2. Information distribution may involve NGOs, international forces, and other members outside TF & CO/Tm
3. Analysis is a product of collective TF effort involving more than the S2
4. Submit recommendations to the commander
5. Integration involves NGOs, contractors, interpreters, etc.
6. Synchronize resources

BOTTOM LINE: Same functions, different focus!

TOC DUTIES & RESPONSIBILITIES

(Kosovo)

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Kosovo S3 Duties

- Plans
- Operations
- Training
- Schools
- Taskings
- Force Protection
- Adjacent Unit Coordination
- International Unit Coordination
- MNB-E LNOs
- Aviation
- Engineer coordination (EOD)
- Military Police (MWD, CID)
- ADA
- 7th ATC
- SOF

Kosovo S2 Duties

- Intelligence
- Physical security
- OPSEC
- Patrol reports
- HUMINT
- Collection Assets
- Imagery
- Counter-Intelligence
- R & S
- TMK Coordination

Kosovo XO Duties

- Administration
- Logistic Support
- BRS Coordination
- JVB
- PAO
- Commo / SIGO
- Maintenance
- IG
- ASG
- Mayor's Cell
- S1 (Red Cross, Mail)
- S4 (Surveys)
- DPW / DEH
- USR
- CIR / SIR (Investigations)
- Safety
- Information Operations
- S5 (CA, UNMIK, UNHCR, NGOs)

Kosovo Battle Captain Duties

- Are responsible for everything the TOC does or fails to do!
- Ensures that the TOC Playbook is accurate and updated
- Supervises and plans the training of the TOC personnel
- Acts as liaison to the other staff sections, companies, XO, and Commander (I.e. passes section pertinent information onto the other sections and companies)
- Are responsible for writing/compiling the Unit Commander's Assessment Report (UCAR), the Weekly Sector Briefs, the Commander's Conference Call Notes, Tito's Daily Quote, the Task Force Execution Synch Matrix, and the Task Force Risk Assessment
- Ensures that the S3 Daily Update book is updated
- Complete any and all other assigned tasks (i.e. USR, Safety, tasks given by Commander, XO, S3)
- Coordinate with the LNO on issues pertaining to the TOC

TOC DUTIES & RESPONSIBILITIES

(Kosovo)

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Kosovo Battle Captain Duties
Breakdown of Shift

- Day:
  - + Responsible for writing / compiling the UCAR, Conference Call Notes
  - + Responsible for the general duties of the Battle Captain (Head Battle Captain)
  - + Requisition and tracking of air requests
  - + Responsible for the Weekly Sector Briefs
- Night:
  - + Complies the Task Force Execution Synch Matrix
  - + Writes / compiles the Task Force Risk Assessment
  - + Screens through the nightly patrol debriefs

Kosovo RTO Duties

- Monitor phones and radios
- Take any and all information
- Track all vehicles and personnel (vehicle log) that leave the gates (patrols, escorts, missions)
- Track on C2PC / EIS / Map Board / Tracking Boards
- Take SPOT reports – pass information to correct people, NCOIC / Battle Captain / MNB(E)
- Notify companies of any TF information
- Track location of the command group
- Contact MNB(E) if/when air MEDEVAC is needed
- Verify missions/patrols do take place by calling companies, if the company does not contact the TOC
- Log all significant activities in sector on the TOC tracking board and DA 1594
- Type and file all reports
- Maintain TOC and surrounding areas
- Sweep and Mop TOC
- Ensure hallway is swept / mopped
- Take out trash (TOC, staff offices, etc.)
- Dispose of old sensitive documents in burn barrel

Kosovo TOC NCO Duties

- Train and supervises RTOs on their duties
- Responsible for the actions of the RTOs
- Advisor to the Battle Captain
- Ensures that TOC is organized
- Ensures that all proper information is disseminated to the proper personnel
- Ensures that information is passed on to the next TOC shift
- Ensures that RTO is properly taking all information and reports
- Ensures that all tracking boards are updated
- Ensure that all TOC books are updated
- Health and welfare of the subordinate soldiers
- Ensures that the C2PC operator updates the C2PC and EIS base station

PSO OPORD FORMAT

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Area of Operations / Area of Interest	**XO**
Higher Mission / Intent	
Task Organization	
Entity Situation	**S2**
Weather / Terrain	
Entity Task / Purpose / Capabilities / Intentions	
Entity Pressure Points	
Higher IO themes down to Task Force	**S3**
TF Themes	**FSIO**
I/O Goals	
Non-Lethal Specifics	**S5**
Task / Purpose for all Affects	
Collection Plan to Enable I/O	**S2**
Maneuver Plan to Support	**S3**
1) R / S Plan	
2) Presence Tasks	
3) I/O Delivery Tasks	
4) Protection Tasks	
CSS: Resupply, Maintenance , CASEVAC	**S4**
Maneuver Networks	**S6**
DSM, Reiteration of CCIR	**XO**
Rehearsal Schedule	
Commander's Guidance	**Tiger 6**

MEDIA ON THE BATTLEFIELD

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

TIPS FOR SUCCESS

- A journalist's job is to ask questions - you manage the answers
- Remain in control of the interview;control your answers, your emotions and the amount of time you give to an interview
- Speak at your level of expertise
- Keep your comments brief and to the point
- Print reporters will take notes; slow down, let them write - use the brief pauses to think
- One technique for journalists is to vary the questioning; 'hard - soft - soft - hard…'
- Another is to 'challenge' you and look for an emotional or heated response
- When presented with multiple questions, answer only one at a time
- Don't be pressured by silence
- Take a few slow, deep breaths before you start; it increases oxygen to the brain
- Think positive; "I'm going to have an interesting talk about the value of my job to the Army and the Big Red One team."
- Before the interview, think about positive messages to deliver; 'There are always risks...but we're well trained and ready for anything.'
- Speak at a slow, conversational pace
- Avoid acronyms, or explain what they mean
- Think of positive examples or anecdotes to share with family and friends back home
- Relax and smile, you'll look friendlier, more confidant & assured; important on camera
- Ignore the cameras - talk to the interviewer. Keep your eyes on the interviewer, glancing around a lot looks suspect on TV

ADVANCED TECHNIQUES

-#1: Before any response – pause and think – about your answer. Pauses will not appear in print; on camera, they'll be edited out

- State your position or feelings upfront, it will keep you mind oriented during the interview
- Project energy and confidence – use open, friendly body language
- Journalists are looking for great quotes, prepare two good quotes and use them
- Provide interesting examples or measures of success
- Have three or four dimple messages…and drive your messages throughout. Use them to summarize at the end
- Stick out your hand, say, "thank you," and leave. Just because you think the interview stopped…don't

MEDIA ON THE BATTLEFIELD

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

PROFESSIONALISM

- You set an example. Your comments will be viewed by many as representative of the Army and of the Big Red One
- Consider everything you say to journalists as "for the record."
- As a representative of the Big Red One, your integrity, credibility, and trust must never come into question
- Be honest. There's nothing wrong with saying, "I don't know." Or, "I can't discuss that." less than truthful answers will only heighten a reporter's curiosity and interest

DON'T:

- Say no comment
- Discuss numbers, locations, or future operations
- Allow media unescorted access to unit areas
- Speculate/talk off the record
- Lose your temper or be sarcastic

OPERATIONAL SECURITY

- Our #1 risk comes from divulging information that may provide tactical or operational intelligence value to an enemy
- If you are not sure if a topic is classified or sensitive, don't talk about it
- If you accidentally say something classified, ask the reporter not to use it and explain why. Also, report it through the chain of command
- Media will usually be 'credentialed' and have an issued media 'access' badge. If they do not, refuse access or comment; alert your chain of command and Public Affairs Officer of their presence
- Ask the local PAO for copies of approved media badges
- Be careful of assuming 'friendships'. Journalists are professionals with loyalty to their news organization and the 'story.'

NEGOTIATIONS

Operation Joint Guardian

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77th Armored Regiment
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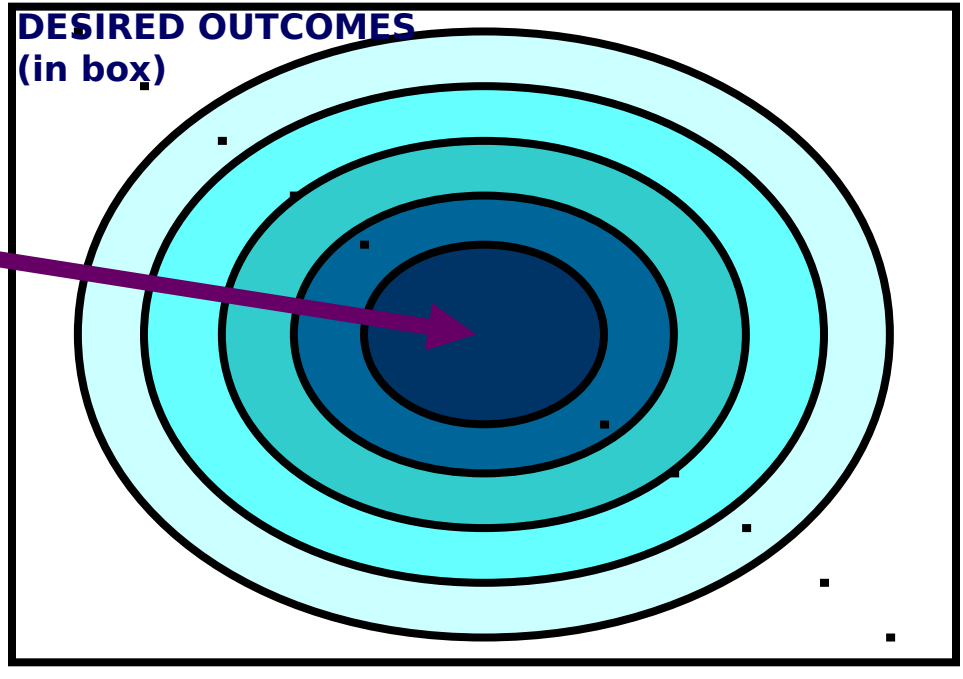
Setting Stage for Negotiations:

- Lay Foundation
- Learn about environment from other perspective
- Lay out things that you want to know

PROBLEM SETS EXIST OUTSIDE THE BOX:

- Things not covered in your agenda
- Ask the "Why's" of things in the problem set



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NEGOTIATIONS

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GRID LOCATIONS OF TOWNS IN SECTOR TF 1-77

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VILLAGE	GRID	TF SECTOR		VILLAGE	GRID	TF SECTOR
GNJILANE	EN3801	B/9 EN		DONJI MAKRES	EN392123	C/1-26 IN
				GORNJI MAKRES	EN367129	C/1-26 IN
BRASALJCE	EN3100	C/1-77 AR		MONESTARY SV ARN	EN376106	C/1-26 IN
GADIS	EN271020	C/1-77 AR		PARALOVO	EN2911	C/1-26 IN
GUMNISTE	EN306005	C/1-77 AR		PREKOVCE (OVSA)	EN315152	C/1-26 IN
GORNJE SLAKOVCE	EN2699	C/1-77 AR		VRBICA	EN279099	C/1-26 IN
GUMNISTE (LOWER)	EN325994	C/1-77 AR		ZEBINCE	EN3312	C/1-26 IN
KSINO POLJE	EN246005	C/1-77 AR		BUKOVIC	EN460003	C/1-26 IN
KORETISTE	EN364038	C/1-77 AR		DOBRCANE	EN4602	C/1-26 IN
KUKAVICA	EN224035	C/1-77 AR		GORNJE KUSCE	EN396050	C/1-26 IN
PASJAK	EN3502	C/1-77 AR		KMETOVCE	EN432045	C/1-26 IN
PONES	EN3004	C/1-77 AR		KOSACA	EN420474	C/1-26 IN
STRAZA	EN3508	C/1-77 AR		PRILEPNICA	EN4206	C/1-26 IN
ZEGOVAC	EN2507	C/1-77 AR		SILOVO	EN4002	C/1-26 IN
				STANISOREN	EN380047	C/1-26 IN
CERNICA	EN345967	A/1-18 IN		VRBICA (E)	EN433029	C/1-26 IN
DONJI LIVOC	EN3797	A/1-18 IN				
GORNJI LIVOC	EN353004	A/1-18 IN				
VRAPIC	EN3396	A/1-18 IN				
PARTES	EN3594	A/1-18 IN				

1st Battalion
77th Armored Regiment

STEEL TIGERS!

TF 1-77 AR
CASUALTY ASSESSMENT DECISION PROCESS

Operation Joint Guardian

Is the casualty a KFOR Soldier?

YES

Is the soldier at risk of loss of life, limb or eyesight?

YES

REQUEST MEDEVAC THROUGH BN TOC > TFF TOC >

TACTICALLY FEASIBLE

YES

TF TOC forwards 9 Line to TFF TOC/ G3 Air

AIR MEDEVAC IMMEDIATELYTO CBS TFMF

When complete, company prepares SIR

NO

TACTICALLY FEASIBLE

NO

TRANSPORT VIA GROUND TO CMT TMC

DSN Hotline for Dust-Off MEDEVAC: x3778

MEDEVAC freq: 57.00 PT/CS

PICKUP ZONE CONTROL OFFICER

- Road guard vest for guide
- VS-17 panel on ground or held easily visible
- Smoke is preferred daylight marking

-At night, IR chemlight swinging in circle from 550 cord

-Do not use Blue chemlights. Invisible to aviation NVGs.

NO

Is the casualty at risk of loss of life, limb or eyesight?

YES

REQUEST MEDEVAC THROUGH BN TOC > TFF TOC > DOCTOR APPROVAL

DOCTOR APPROVES (if feasible)

TACTICALLY FEASIBLE

YES

TF TOC forwards 9 Line to TFF TOC/ G3 Air

AIR MEDEVAC IMMEDIATELY TO HOSPITAL IDENTIFIED BY TFF

When complete, company prepares SIR

NO

NO

GROUND TRANSPORT TO FACILITY DESIGNATED BY TF 1-77 TOC

KFOR ESCORT DETERMINED BY TF 1-77

DSN Hotline for Dust-Off MEDEVAC: x3778

MEDEVAC freq: 57.00 PT/CS

EMERGENCY NUMBERS

TF 1-77 AR TOC: 782-7610 / 7612

7613 / 7614

STEEL TIGER DETENTION FLOWCHART

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77th Armored Regiment

STEEL TIGERS!

Unit holds suspect for Criminal Conduct and/or Threatening Safe/Secure Environment

UNCIVPOL does not take suspect into custody

Unit Action

Commander Action

QRF Action

Staff Action

Unit calls in Spot Report to the TOC

Unit detains suspect: ensures 5 Ss are adhered to for duration

Unit transports detainee to CMT. Does not enter, but remains outside Gate #1.

QRF escorts suspect with signed BN CDR authorization to BDF **within 18 hours** of detention

BDF Commandant or designee verifies Detention Order

BDF in-processes suspect; QRF escorts released when in-processing done

72 Hour clock starts

TOC Notifies QRF of detainee escort to CBS

QRF escort departs CMT and assumes control of the detainee, ensures 5 Ss are adhered to for duration of mission

TOC receives call

Battle Captains notifies Tiger 6. If Tiger 6 not available, notifies Tiger 5 or Tiger 3

BN CDR authorizes preliminary detention

(See CMD policy letter #5)

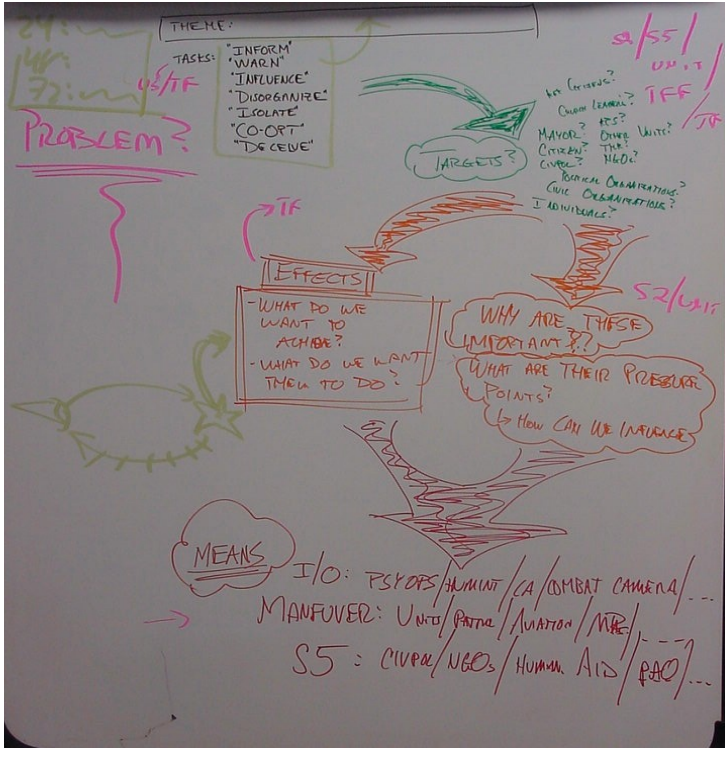
Battle Captain notifies JAG

JAG comes to TOC, reviews case, determines whether detention is valid.

JAG Prepares Detention Memorandum for Tiger 6's signature

TARGETING DIAGRAM

Operation Joint Guardian



TARGETING MEETING
(Synchronization Meeting)

Operation Joint Guardian

1st Battalion
77th Armored Regiment
STEEL TIGERS!

PURPOSE: Synchronize the TF and Adjacent Unit messages, responses, meeting agendas, and activities. Become proactive and not reactive in relation to upcoming events, populace and UN/NGO/IO issues, and possible ECOAs.

S3 or XO: **Roll Call**
Focus (Purpose)
Agenda
Current PIR
Current Week's Area(s) of Focus

S2: **Results of the past week's operations**
Current entity or belligerent situation template
R&S Plan Status: NAIs/TAIs
Probably Entity COAs and NVTs (next day, week, month)
PIR Change Recommendations
Collection Asset Status

S3 or S3/A: **Current Operations Review**
Status of Available Forces/Assets
Future Operations (next day, week, month)
FFIR/EEFI Change Recommendations

TARGETING MEETING
(Synchronization Meeting) (cont.)

Operation Joint Guardian

1st Battalion
77th Armored Regiment
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FSO/IO: **Indirect Assets Status (Q36 / GLLDs)**
IO Operations Review
Reviews Target Synchronization Matrix
Presents recommended changes to the Target Synchronization Matrix

S5: **Operations Overview**
Status of assets available applicable to the meeting's focus/agenda
Sector Assessment & Trends (past and future)

MPs
CA
PSYOP
SOCCE
101 MI
JAG

As Required

TIGER 6: **Comments**
Approval / Disapproval of execution matrix

PRODUCTS: **Approved Execution Matrix**
S2: Updated PIR, Collection Plan
FSO/IO & S5: IO Themes and Messages, updated Synch Matrix
S3: Tasks to subordinate units, New FFIR/EEFI, Commander's Intent,
RFIs to TFE

COMMANDER'S SECTOR BACKBRIEF AGENDA

Operation Joint Guardian

S2:

- KFOR/TFF trends, areas of interest, products
- Other TFF Bns trends, areas of interest, products (1-18, 1-26, 13th TG, SOCC)
- FYROM, Serbia events that may impact us
- Other crime, smuggling, corruption, economic, political, civic, ethnic activities of military intelligence value not covered above
- S2/Company interface: patrol reports, imagery, targeting, other products, due ins/due outs

Company Commanders: Sequence A/1-18, C/1-77, C/1-26, B/9E, HHC/1-77, 127th MP

- AO specific INTEL (SIGACTS from past week)
- Review of previous week's activities (Operational and training)
- Preview of operational activities of next week
- Planned training activities for next week
- Trends, themes, thoughts, analysis, areas of concern, request for support, etc.
- Other activities impacting on company operations
- Issues

Tiger 6 Comments

TRAINING MEETING AGENDA

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

Review on Previous Week Training (Focus on Lessons Learned) :

- A/1-18 IN (3 Min)
- C/1-26 IN (3 Min)
- C/1-77 AR (3 Min)
- B/9 E (3 min)
- HHC/1-77 AR (3 Min)

S3 Reviews Ranges/Assets Currently scheduled (5 min)

S3 Review Training Calendar (3 min)

Companies brief future training (up to 4 weeks out)

- A/1-18 IN (5 Min)
- C/1-26 IN (5 Min)
- C/1-77 AR (5 Min)
- B/9 E (5 min)
- HHC/1-77 AR (5 Min)

Commander Guidance

TIGER 6 FLAT ASS RULES

Operation Joint Guardian

1st Battalion
77th Armored Regiment

STEEL TIGERS!

1. **Make security and safety your first priority.**
2. **IRON DISCIPLINE by Every Soldier, Every Day…NO COMPLACENCY at any time!**
3. **Your enforcement is always ROE-based, Even-Handed, and Impartial.**
4. **Every Operation is: Deliberately Planned, Risk-assessed, Well-Coordinated, Documented, Rehearsed, Executed, and Debriefed.**
5. **Maintain awareness of your surroundings at all times.**
6. **Maintain and Secure your Equipment: It will take care of you.**
7. **TF 1-77 Soldiers take care of themselves and each other. Protect yourself and your comrades: think preparation, posture, & response.**
8. **Treat ALL with DIGNITY and RESPECT at all times – regardless of what they say or do! Watch your language and how you refer to the resident population.**
9. **No soldier carries/mans a weapon he is not qualified on unless in imminent danger.**
10. **No soldier drives a vehicle he is not licensed properly to drive.**
11. **No vehicle on the road without a QA/QC within the last 7 days.**